

COACH CORE FOUNDATION

England & Wales · Charity number 1186782

Details

Status Registered

Legal form CIO

Registered 2019-12-05

Register [View on the Charity Commission register](#)

Contact

Address Coach Core Foundation
Capital Office
124-128 City Road
London
EC1V 2NX

Phone 07494 520908

Email info@coachcore.org.uk

Website <https://wearecoachcore.com/>

Activities

Objects: THE OBJECTS OF THE FOUNDATION ARE FOR THE BENEFIT OF THE PUBLIC:(A) TO PROMOTE COMMUNITY PARTICIPATION IN HEALTHY RECREATION; (B) TO PROMOTE EDUCATION PARTICULARLY BUT WITHOUT LIMITATION BY SUPPORTING CHILDREN AND YOUNG ADULTS TO OBTAIN QUALIFICATIONS RELATING TO SPORTS COACHING;

Activities: Coach Core is an employment and education project that uses community sports/physical activity based apprenticeships to target young adults not in employment, education or training (NEET) and have them not only change their future pathways but also become a positive influence in communities that need the provision most.

Classification

- **How:** Acts As An Umbrella Or Resource Body
- **What:** Education/training
- **Who:** Children/young People

Geography

- Northern Ireland
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£956,046	£960,503	£241,264	13
2024-03-31	£993,546	£929,719	£240,321	7
2023-03-31	£843,923	£859,651	£176,494	9
2022-03-31	£279,787	£557,953	-	-
2021-03-31	£1,175,571	£705,183	£470,388	7

Trustees

Name	Role	Appointed
Edward James Wray Mr	Chair	2019-12-05
Andrew Thomas		2020-08-01
Athos Rushovich		2024-06-12
Dr Haydn Morgan		2024-06-12
Eboni Usoro-Brown		2020-08-01
Huw Edwards		2020-08-01
Khaled Amin		2024-06-12
Phil Newman		2024-06-12
Sian Hill		2024-06-12
Stephen Christopher Mitchell		2019-12-05

Accounts



Annual Report 2024 - 2025



**Report of the trustees and financial statements for the year ended
31st March 2025.**

**Audited by GBJ Financial Limited, Statutory Auditor, Sterling House, 27 Hatchlands Road,
Redhill, Surrey, RH1 6RW**

UK Charity Number: 1186782

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Trustees statement

The Trustees present their annual report and financial statements for the period ended 31/03/2025.

The accounts have been prepared in accordance with the accounting policies set out in the constitution, the Charities Act 2011, and in line with the 'Statement of Recommended Practice' applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The Trustees have referred to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. These objectives fall under the purposes defined by the Charities Act 2011.



The Charity was registered with the Charity Commission on 5th December 2019, and these financial statements encompass our fifth year of audited accounts. All accounts from inception can be found on our website: <https://coachcore.org.uk/about-us/annual-reports-and-accounts/>

Introducing Coach Core

Our Vision: "Every young person can access meaningful education and employment opportunities without barriers and discrimination."

Our purpose: "Coach Core Foundation enables under-represented young people to access inclusive sports sector-based apprenticeships, changing their lives and those around them."

Since we launched in 2012, we have worked with over **268 sports for social change employers**, provided apprenticeships for **1,055 young people** who have become changemakers in their local communities, delivering an **over 1 million coaching sessions to over 15 million participants**.

We know at time of writing that youth unemployment is still rising in the UK and that those from discriminated or marginalised groups feel this inequality even further. For many, they have disengaged with education or employment totally placing significant strain on their wellbeing and the wider economy as a result. Therefore, we use Level 2 and Level 3 Apprenticeships to enable an accessible way for under-represented 16 to 25-year-olds to bridge the gap back into full time employment and education through something they feel passionate about. Operating in the sport and physical activity sector, we use a range of different Apprenticeship qualifications to ensure more diverse young talent gets the opportunity to engage in long term career pathways right for them, for their employers, and for their local community. We do this by employing a unique collaborative-partnership model working with reputable training providers and employers alike to deliver the change we all want to see. The charity provides insights and expertise to support all parties with talent identification, recruitment and retention strategies whilst also weaving additional training, support, and mentoring throughout the life of our programmes to create an unparalleled offer for those that need the opportunity most, both personally and professionally.

In order to achieve this, the charity fundraises to provide additional, non-Government employer grants to help support the right young people into these roles and ensure the insights, guidance and extra 'value add' for young people and businesses alike is delivered to where it is really needed most.

Our Apprenticeships range from community coaching, sports development, events, etc but they all take place in the Youth, Sport and Physical Activity sector. This is purposely so that young people:

- a)** Enter a sector they feel passionate about, allowing them to grow in an environment that instils a sense of purpose, promotes ongoing blended learning across a number of skillsets and fosters powerful peer support throughout,
- b)** Become local role models that positively impact and influence their wider communities through the coaching and physical activity they provide,
- c)** gain meaningful qualifications, experiences and transferable skills that will help them to take control of their career and future, whether that is in the sports sector or beyond.

In September 2024, the charity celebrated its 1000th apprentice, sparking the launch of '**Project 1500**'; a bold new strategy to support 500 new apprentices over the next 3-years. As part of this, we have challenged ourselves to further target the young people that need the opportunity most through a variety of ways:

- **Commitment to expand to new operational sites across the UK as well as continue to support our existing programme ongoing too.**
- **Respond to the needs of our sector employers to understand their recruitment requirements and seek to offer potential new Apprenticeship qualifications.**
- **Forge greater partnerships that ultimately allow for greater growth of the charity and enhance the offer of training and support for young people.**
- **Make space for more young voices to be heard and advocate even further for marginalised young people to access employment and education right for them.**

Charity reflections for 2024 - 2025

The charity enjoyed a successful year on all fronts. Whilst we did not exceed last year's fundraising target, we did establish many new multi-year partnerships, expand our programme portfolio and embark on many new internal projects and processes to further strengthen the organisation ahead of its new strategy. Summary highlights from 1st April 2024 to 31st March 2025 include:

- **Fundraising:** total income slightly decreased from FY24 £993,545 to £ £945,432 in FY25 but this was largely due to an overhaul of our financial reporting that ensured funds raised for activities in FY26 were further restricted and carried forwards which we feel further strengthens the governance of the charity. We also had a small number of multi-year partnerships end or taper further in FY25, but the overall volume of income sources grew once more, giving us confidence in our ability to exceed the £1m mark in FY26.
- **Summary programme and impact data:**
 - **99 new apprentices** started a Coach Core programme in this financial year, contributing to a total of **211 young people** that were deemed 'on programme' during those 12 months (starting, in learning, or graduated 1st April 2024 – 31st March 2025).
The start number is below our annual average (detailed on page 8), but it is critical to note that every Coach Core programme takes place over a 12–15-month cycle and will only begin when both funding available and employer numbers required are both aligned. A combination of these things in the last 12 months led to a lower start number than anticipated, but these same cycles mean that we are projecting a higher-than-average number of apprentices starts across 2025-26.
 - During the same period, **60 apprentices graduated from Coach Core** [that were on programme during FY25], which represented an achiever rate of 60% from those that started. Of those that graduated, 55% gained distinctions; the highest quality mark you can be awarded.
 - **13 new programmes** were launched in this time, and we supported a total of **110 different employers** across the 12 months. Of these organisations, **35% employed their first ever apprentice**, underlining the types of employers we support and the guidance we provide.
 - The 'Index of Multiple Deprivation' (IMD) refers to UK areas facing the most challenge. **1 in 5 of our young people live in the Top 10% most deprived areas in the UK**. This number rises to **44%** of our total apprentices if we extend this to the Top 30% UK IMD areas. This is significantly higher than the national average for apprentices, which is generally close to or just below 10% in the Top 30% IMD areas, indicating our targeted work is reaching those young people in the areas that need the opportunity most.
 - We deem 'the ripple effect' as the coaching audience that our apprentices can work with across the term of their Apprenticeship. This is largely to primary school aged children in their local community but can extend to young adults, SEN individuals, through to the elderly, and across a variety of sports and physical activities. During the FY25 period our apprentices led or assisted circa **171,000 coaching sessions to approximately 2.4 million participants**.



- **Academic research undertaken – ‘Understanding the Employer Experience’**

With nearly 1 million young people in the UK not in employment, education or training, and apprenticeship starts in decline, Coach Core Foundation commissioned vital new research to understand how the small and micro employers we support nationally are navigating the recruitment and retention of young apprentices. Working with the Centre for Social Justice in Sport and Society at Leeds Beckett University, we explored the real-world challenges employers face and the practical steps that can improve outcomes for both businesses and young people. This research was part-funded by Sport England.

Key Findings: The report highlighted pressing challenges, including five key areas of challenge:

- ***Low pay and the cost-of-living crisis.***
- ***Lack of work readiness and unrealistic expectations on both sides***
- ***Travel and transport barriers.***
- ***Limited diversity in some local areas***
- ***Inconsistent job security after apprenticeship***

Enablers of Success

Despite these hurdles, the research uncovered clear enablers of success:

- ***Effective mentorship and emotional support***
- ***Meaningful, varied work experiences***
- ***Clear communication and regular check-ins***
- ***Strong partnerships between employers, Coach Core, and learning providers.***

Recommendations

The recommendations are clear: better pay, improved onboarding, transport and start-up support, and a more inclusive, collaborative approach across the sector can lead to long-term success for everyone involved. As one employer put it: ***“we want to support and educate these young people – but we want to keep them in the business as well.”***

This report provided us with deeper insights into our employers’ experiences and served as an additional catalyst to review our theory of change, as well as our measurement, evaluation, and learning framework, which was developed following this work.

You can read more from the report here: [Understanding the Employer Experience - Coach Core](#)

- **HR key news:**

- Over the past year, our charity has grown from 13 to 17 staff members. This expansion reflects our commitment to strengthening both our internal capacity and the wider sector. These appointments included:
 - a) Director of Finance, Laura Otabor-Risino, to bring greater depth and expertise to our financial reporting and organisational insight. In addition, we created opportunities for two new apprentices, whose contributions have amplified the youth voice and challenged us to evolve our ways of working to better serve the apprentices we support.
 - b) After four years, the charity said goodbye to previous Director of Fundraising, Claire Webb. She had been integral in the establishment of our first fundraising strategy and initial growth phase. In March 2025, we welcomed Maggie Allen who joins us with extensive development experience and senior fundraising leadership skills.
 - c) A fourth national Workforce, Skills, and Apprenticeship Lead, who is driving innovative work to raise apprenticeship standards and support workforce development across the sector.
 - d) Lastly, in April 2024, we hired Prince Asafu-Adjaye as our new trust and foundations officer to help drive income streams and boost our fundraising strategy for FY25.



- **Digital:** Coach Core Foundation’s digital strategy has been to focus on stabilisation, development of key internal platforms and steady growth across external channels. Key points of summary across the last 12 months include:
 - **Website traffic** was up 8% on the previous year, with our annual awards ceremony continuing to drive higher numbers across the nominee and winner announcement period. Our blog pages saw an increase in engagement, particularly on thought leadership pieces.
 - **Social media follower numbers** grew 9% on the previous year. We made the decision to stop posting on X (formerly twitter) due to the lack of moderation, increase in spam and hate speech on the channel. We also stepped back from posting on Facebook to prioritise resources elsewhere. The charity has started a TikTok channel as part of a renewed focus on connecting with young people and we are in a test-and-learn phase there.
 - **Email communications** with our supporters switched to a monthly cadence and single-issue focus (instead of a quarterly newsletter), and we have seen a 23% growth in subscribers.
 - As an organisation we have taken a careful approach to AI. Staff have been encouraged to start engaging with AI tools and asked to bring their experiences back to the team. Staff have received basic training around data security and trustworthiness of results generated by AI. Moving forwards, we will be revisiting our digital practices and creation of an AI policy too.
- **Recognition:** Coach Core enjoyed another year of award success, with multiple nominations and ‘highly commended’ accolades. We were privileged to win the following 2024-25 awards:

Apprenticeships and Training Award 2025	- Outstanding Achievement award – Gary Laybourne
Sport Birmingham Community Awards	- Education programme of the year – Coach Core Foundation - Inspirational story award for CC Birmingham graduate, Zain Khan
World Skills Awards 2024	- Educator of the year award – North East Learning Coach, Wasim Collins
Multicultural Awards 2024	- Charity, Voluntary & Public Services Employer of the Year – England Boxing (Coach Core programme)
UK Coaching Awards 2024	- Community Coach of the Year for Adults – CC Tyne and Wear graduate, Claire Lambton

Project I500: September 2024 to August 2027



Under the arch of the iconic Wembley Stadium, we set out our very clear mission: **We want to further grow our wider partner network to a) increase the quality of the apprenticeship experience, b) reach the young people who need the opportunity the most, and c) bring more supporters to the cause.**

This exciting, bold new direction for the charity was informed by the voices of our apprentices, our key stakeholders and independent analysis including the University of Bath, Morgan Stanley, and our System Partner governance processes with Sport England.

The strategy was overwhelmingly well received and praised for its clarity, its ambition, and the engagement of young people and key partners in its establishment ensuring that it is a direction that is responding to the needs of those we are here to serve and represent.

In order to bring about the change we all want to see; we have identified six key areas of focus:

- **Enable greater accessibility** - ensure our programmes and services are easily accessible to all young people – especially those most at risk of marginalisation - and to employers of all sizes.
- **Enhance our offer** - strengthen our current provision to ensure we are providing the best possible education, support and progression routes right for all.
- **Advocate and Influence** – further amplify the voice of our apprentices and employer partners, using their experiences to influence apprenticeship provision.
- **Elevate our evidence** - solidify our position as a 'go to' for insight and advocacy linked to youth employment, the power of sport and equality and diversity in the sector.
- **Remain insight led** - prioritise a culture of continuous learning, integrating insights from monitoring and evaluation into all sides of our organisational decision-making.
- **Gain more supporters** - inspire more people to give to Coach Core so we can continue to improve the lives of young people.

To bring our strategy to life, we have established a clear set of stretch targets designed to accelerate progress and deepen our impact.

- a) In 2024, our average number of apprentices supported per year stands at **112**. We have ambitions to grow the average number of starts to **167 per annum**.
- b) We aim to increase the proportion of **female apprentices from 34% to 50%**,
- c) We want to raise apprentice representation of **ethnically diverse young people from 23% to 30%**.
- d) We are also committed to improving access and opportunity, with targets to grow participation from **young people living in the top 30% most deprived areas from 38% to 50%**, and to expand support for **apprentices with additional learning needs from 22% to 40%**.
- e) Alongside this, we are striving to raise **achievement rates from 70% to 80%**, ensuring that more apprentices not only start but also succeed.

Deepening our understanding of our young people and the impact created.

Whilst too early in the strategic journey to tell, the initial signs for our focussed interventions are positive. For example, at the start of a Coach Core programme previously, we had 1 in 5 learners present some form of disability or additional learning need at the initial screening phase. However, with additional investment and time spent revisiting this with the apprentices across the life of the programme, we now know that this rises from 20% to more than **half of all apprentices having some form of learning support need**. We now know that young people feel compelled not disclose this for fear of rejection or pre-judgement and/or they were unaware they were living with learning need until they were diagnosed during their time on Coach Core.

We know the strategy has been well received and that the strategic partnerships and allocated funding we are seeking to grow will all result in impactful outcomes that ultimately help the right young talent to succeed. A constant, critical marker of success has always been the completion rates, but we are also now investing more into understanding more about our alumni and the onward impact they are creating after Coach Core.



- **77% of apprentices complete the programme**, with **61% moving directly into full-time work or education**.

- The impact continues beyond completion, **75% have been promoted or taken on additional responsibilities**, and **56% remain with their original employer**.

- The sector also benefits from strong retention, with **73% still working in sport and physical activity**.

- Importantly, **92% say the apprenticeship has helped their career**, and **53% express an interest in progressing to a higher-level apprenticeship**.

These figures highlight not just achievement, but momentum. They show a programme that is inclusive, ambitious, and consistently delivering positive outcomes for young people and employers alike.

Moving forwards, we not only want more young talent to realise their potential, but to also formalise, grow and activate our graduate-alumni group further so that we might be able to continue to support them and measure their success in the future. This is a key focus for 2025-26.

To read the full 3-year strategic report, visit: <https://coachcore.org.uk/about-us/our-strategy/>. Project 1500 will be evaluated and have specific impact reporting made available annually to the wider public via all our channels. For more information on our history, our operations, and charitable ambitions, please visit www.coachcore.co.uk/about-us

Our performance in context

Previous analysis by the London Progression Collaboration (2022) showed that intermediate apprenticeship starts had decreased by 72% between 2014/15 and 2021/2022, whilst higher level apprenticeships had increased by 400% across the same period.

Similar research the following year showed that higher level apprenticeship starts were the highest on record, with intermediate starts the lowest (gov.uk 2024).

More recent analysis by '*mystartingpoint*' (2024) showed that this trend had continued across the most recent academic year. Advanced, higher level and degree level apprenticeships had made up 94.8% of all apprenticeship starts in 2023/2024, whilst 66.6% of apprenticeships were funded by the apprenticeship levy.

This suggests that employers were continuing to prioritise higher level qualifications, likely to be better suited to older, more experienced staff, rather than providing opportunities to younger applicants.

To amplify this challenge, young people were experiencing a range of barriers in accessing employment and education across this same period. Research from the Office of National Statistics (2024) shows that around 12% of young people (aged 16-24) were not in employment, education or training (NEET) between October and December 2023. This represented an increase of over 20,000 from the same period in 2022.

In addition, there were an estimated 559,000 young people who were both NEET and economically inactive, an increase of almost 40,000 since the previous estimate in 2022. Mental health challenges and the cost-of-living crisis were continuing to determine the employment and education choices of young people.

Alongside this, young people from marginalised groups continued to face significantly more barriers to employment and education as outlined clearly by the Youth Futures Foundation in 2023.

Against this backdrop, the need for our work becomes even more apparent and has shaped many of the strategic plans and directions for **Project 1500**.



Our operations: 1st April 2024 to 31st March 2025

New programme launches currently in learning (all level 2 unless indicated)

Programme	Employers	Start numbers	Leavers
Bristol	5	11	1
England Boxing	1	1	0
Essex	7	10	3
Leicestershire (Mixed Qual)	6	9	3
London	6	11	4
Greater Manchester	4	9	3
National (Mixed Qual)	12	17	2
N. Lancs / Cheshire (Mixed Qual)	2	2	0
Notts / Derbyshire (Mixed Qual)	4	4	0
Sussex	6	8	1
Tees Valley	7	16	3
West Midlands	4	6	0
West Yorkshire	6	9	2
Total	70	113	22

Completed programmes (all level 2 unless indicated)

Programme	Apprentice starts	Graduated	Distinction
Bristol	9	7	3
Doncaster	2	2	1
England Boxing (Mixed Qual)	5	2	0
Essex	10	5	3
Greater Manchester	4	3	3
Leicester	12	10	3
National (Mixed Qual)	8	8	7
Northumberland Tyne & Wear	12	9	6
Notts / Derbyshire (Mixed Qual)	4	2	1
Surrey	4	3	1
Sussex	7	6	3
Tees Valley	3	2	0
West Midlands	6	3	2
Total	86	60 (70%)	33 (55%)

- The overall achievement rate for apprenticeships in England increased again to 60.5% in 2023-24 and is moving towards the Government target of 67% by the end of 2024-25. Coach Core's achievement rate surpasses the national average by 9.5%, a notable accomplishment given the significant barriers faced by the individuals we support.
- 19% of Coach Core apprentices come from ethnically diverse backgrounds, compared to 16.5% of apprenticeships nationally, indicating a 2.5% higher representation. 33% of Coach Core apprentices for this financial year are female, compared to the national average of 52.2%. While the participation of female apprentices has been steadily increasing, this remains a strategic focus.

Benchmarking – taken from the latest DfE annual achievement, pass, and retention rates (2023/2024)

Development summary 2024-2025

• Fundraising summary

FY25 was an important year for the charity with a new fundraising record for total income raised since gaining independence but also another step towards greater sustainability thanks to enhanced diversity of income streams. Critically, we grew our unrestricted income by over a third from £305k in FY24 to £410k in FY25.

	FY24_25	FY23_24	increase/decrease (£)	%
Statutory	397,497	640,500	(640,500)	-38
Trust & Foundations	278,012	96,2500	181,762	189
Major Gifts	5250	100,000	(94,750)	-95
Individuals	16,415	24,030	(7,615)	-32
Events	74,370	71,172	(3,198)	4
Corporate	170,468	58,956	111,512	189

It is critical to note, and as mentioned on page 5, the appointment of our first ever, finance employee – our Director of Finance – and a change of Treasurer in FY25, led to a full review of all income coding and financial reporting. This means that like for like comparisons, positive and negative, in all income streams above should be taken with caution given the new ways of working.

Highlights across the fundraising year included:

- The Project 1500 launch garnered some strong PR for the charity with the 1000th apprentice milestone at the heart of these celebrations. GB Olympic gold medallist Christine Ohuruogu attended, and it was featured on ITV News, BBC radio and a number of local press outlets across the UK linked to our programme sites.



- We have seen significant increases in income secured through high value income streams – in particular Trusts and Foundations and Corporate. We are grateful for the continued support of our loyal, long-term partners, Collinson and BMS, who continue to go the extra mile for Coach Core alongside colleagues from Miller Insurance, CMS UK, and a new, two-year partnership with The Leasing Foundation that began in early 2025. We have also received our first gift from the Garfield Weston Foundation and thank them for their support.
- The success of our annual Sports Day charity fundraiser has generated additional conversations with corporate partners keen to recreate this team building-networking vibe whilst providing funds to the charity. In August 2024, Rothschild were the first partner to establish a bespoke Coach Core Sports Day raising over £50,000 in the process.

- To coincide with our own Coach Core annual awards, we celebrated a new corporate partnership with Advent International. This three-year partnership will see an annual donation alongside a programme of colleague giving, volunteering, and skills and experiences that the Advent team can provide the charity and our apprentices too.
- In September 2024, the charity established a Development Board made up of 10 volunteers, all well placed to help support our fundraising strategy for the future. Their remit is to work towards making warm introductions to support fundraising efforts as well as promoting events and campaigns for the charity. Their progress is more focused on FY26, but we will report back accordingly given their targets for success were formalised in Spring 2025.
- The charity continued to grow its profile, securing coverage across multiple media platforms and highlighting the impact of our work. In addition to the Project 1500 launch, other key highlights included a graduate interview on BBC News, multiple podcast appearances for our CEO and features in print media such as Sports Nation and the Manchester Evening Standard.



“We’ve had people who’ve gone from apprentice to community coach to head coach and taken on other responsibilities with us like managing events”.

Bristol Sport Foundation, Coach Core employers 2020 – to date.

Future prospects: 2025 - 2026

- **Revisiting our Theory of change**

Beginning in the spring of 2025, Coach Core will work with an experienced consultant to refine our theory of change. With the significant growth and evolution of Coach Core, we feel it is vital to have a critical friend that will engage stakeholders and develop a theory of change that is both representative and visually accessible. The process will not only articulate the story of who we are and how we work but also surface important questions about the language we use, who participates in our programmes, and areas of the project that are often not given sufficient space to be explored in depth. This work is also informing a revisited measurement framework and the development of a decision-making framework. It will be completed by end 2025.

- **The commercial arm of the charity**

In the last financial year, it was raised that the Foundation should begin its exploration of establishing a commercial arm for two future purposes:

a) *To continue our ambition for sustainable income streams on elements such as training, insights and opportunities we may choose to take to market.*

b) *To ensure compliance with any HMRC regulations linked to any events or services we increasingly are providing.*

We have received expert legal advice on this, and the ambition is that any and all funds received would go directly to benefitting the wider Foundation as its sole shareholder. We are currently in the process of registering with Companies House and establishing an independent board to oversee its governance and management. We anticipate formally launching this in FY27.

- **A firmer step into policy and Government aligned working.**

APPG co-sponsorship and DWP/DCMS partnerships

Following successful attendances at the party conferences in the autumn of 2024, with the support of Lifetime Training, we became a co-sponsor for the All-Party Parliamentary Group on Apprenticeships which is co-Chaired by Andrew Pakes MP and Toby Perkins MP. This has been greatly beneficial in understanding the changing landscape of Apprenticeships under the new Government and also to help us connect with different sectors who are aiming to reach young people from under-served communities. Early meetings have been focused on the legislation that creates the new body Skills England and the remit it could or should have and the challenges employers have faced with the existing systems. We anticipate future meetings will include opportunities to hear from government officials, both from central departments and combined or local authorities on their plans around the skills agenda.

The new Government's focus on a Youth Guarantee for all young people aged 18-21 to be provided with opportunities for work, education or training, including apprenticeships, provides Coach Core with new opportunities to bolster its position within the youth employment and sports sectors. To maximise we will work on our connections with Government departments with a particular focus on Department for Education and the Department for Work and Pensions.



The result of this work? Our upcoming 'Call to Government'

To build on the potential of the APPG sponsorship and the Youth Guarantee, Coach Core has been researching and drafting a policy document on key changes we would like to see implemented by either central Government or Combined Authorities. We intend to finalise this policy document by Autumn 2025 following consultation with partners and key advisers. The call will consider how the Apprenticeship Levy, which the new Labour Government intends to rename the Growth and Skills Levy, can be utilised more effectively to support SMEs to take on Level 2 and 3 apprentices from under-served communities. The call will also consider other systemic changes in wider policy that will have a particular impact on young people considering apprenticeships as a credible vocational option. This will cover issues within school career support, travel costs and welfare policy issues. The call will use the evidence from the employer research with Leeds Beckett University as a foundation to prioritise the issues that matter to our young people.

- **Fundraising for FY26**

With a record income target in place for the upcoming year, our fundraising director will undertake three key things across the next 12 months:

- 1) Review the existing corporate and trust and foundation pipelines, ensuring we not only grow these but also focus time and energy more effectively to secure those funds.
- 2) Fully review our events strategy and how we can maximise existing events as well as identify new potential fundraising activities we can undertake.
- 3) Grow the impact of our Development Board in the hope this unlocks new supporters, new opportunities and use their respected status to elevate the profile of our work further.

- **UK Sport partnership / increased NGB partnerships**

Coach Core has partnered with UK Sport to leverage the platform of major sporting events to create meaningful social impact, specifically by offering apprenticeship opportunities to young people facing barriers to employment. As a UK Sport 'Social Impact Partner', Coach Core works to embed apprenticeships across various event workforces (including roles in coaching, event management, and logistics) for events like the World Boxing Championships and European Athletics Championships. This collaboration ensures that major sporting events not only inspire but also drive long-term employment and workforce diversity by training and providing experience to young people from disadvantaged or under-represented backgrounds, ultimately fostering lasting change in host communities and within the sports sector for young people facing barriers.

- **Sport England Tier 3 compliance**

As part of our 'System Partner' agreement (2022-2027) with Sport England, we were set a number of benchmarked areas of improvement that the charity can work towards. This was a welcome review, as a relatively new organisation, as it provided guidance and support on a number of key areas to strength the governance and safeguarding of the charity in its widest sense.

Annually, we have reported back on these key steps and major focus points for FY25 included:

- **Additional board governance and compliance**
- **Audit and Nominations Committee's introduced.**
- **Continued development of Diversity and Inclusion Action Plan and our People Plan.**
- **Board of Trustee skills matrix and enhanced governance**

As of 31st March 2025, Coach Core has been deemed as 'satisfactorily working towards compliance' with now only 12 of 50 original requirements left to complete. We will continue to enhance operations and governance linked to these final points and report back in FY26 as to our further progress points accordingly.

Governance

Charity registration

The Coach Core Foundation is a Charitable Incorporated Organisation, officially registered with the Charity Commission on the 5th of December 2019 (Charity no. 1186782).

Coach Core is registered to operate throughout England, Wales, Northern Ireland, and Scotland and became an operational organisation on 1st April 2020.

Charitable objects

The objects of the Foundation are for the benefit of the public:

- a) to promote community participation in healthy recreation,
- b) to promote community particularly, but with limitation by, supporting children and young adults to obtain qualifications relating to sports coaching.

Trustees

The charity was established in 2019 with the mandatory three trustees, and this was added to with five further trustee appointments in the summer of 2020. In 2024, we had one founding trustee and two further trustees serve notice to step down and as such a recruitment process was undertaken to identify their replacements and further strengthen the board ahead of the new strategy with two new appointments. The current 2024-2025 Board of Trustees is outlined below.

As per our Constitution, the trustees are responsible for overseeing the management of all the affairs of the Foundation, and delegate day-to-day management of the organisation to the Chief Executive. The trustees make decisions in accordance with the provisions of the Charities Act 2011. The board meets at least four times a year and has a maximum of 12 members at any one time.

‘A term’ is deemed a three-year period from their confirmation as a formal board member, and each board member may serve three consecutive terms before they must take a break from office (minimum four years between reappointment) or retire from office.

The trustee board, serving across this financial period and up to the date of the signature of the financial statements, are:

Ed Wray (Chair) December 2019.	Stephen Mitchell (SID*) December 2019.	Khaled Amin (Treasurer) July 2024.	Phil Newman (Risk) July 2024.	Andrew Thomas August 2020.
Eboni Usoro-Brown August 2020.	Huw Edwards August 2020	Athos Rushovich July 2024	Haydn Morgan July 2024.	Sian Hill July 2024.
Resignations in this financial year: <i>Dermot Heffernan (12th June 2024),</i>				

* Senior Independent Trustee

As of 31st March 2025, The Coach Core Foundation employs a total of 17 staff. The Senior management team is as follows:

Gary Laybourne, Chief Executive Officer	Maggie Allen, Director of Fundraising
Paul Thompson, Director of People and Learning	Amy Fazackerley, National Partnerships Manager
James Burbidge, Digital Marketing Manager	Laura Larsson, Data and Impact Manager
Laura Otabor-Risino, Director of Finance	

Registered address Capital Offices (c/o CCF) 124-128 City Rd, London, EC1V 2NJ	Independent Auditor GBJ Financial Limited, Statutory Auditor, 27 Hatchlands Rd, Redhill, Surrey, RH1 6RW	Principal Bankers Barclays Bank Plc Registered at: 13 Artillery Row, London, SW1P 1RH	Financial services Cadence Accounting (Suite 3, 157 Station Rd E, Oxted RH8 0QE)
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Diversity and inclusion

The Foundation is committed to equality and diversity and to ensuring a positive, safe, and respectful environment which promotes the wellbeing and dignity of our employees, partners, apprentices, suppliers, and those whose interests we represent. We aim to promote equality of opportunity and diversity and to tackle any forms of discrimination, harassment or bullying within our working environment, whether on grounds of race, gender, sexual orientation, gender re-assignment, disability, age, class, religion, or belief.



These principles underpin our professional behaviour and are embedded in our policies, procedures, day-to-day practices, and external relationships. We therefore strive to:

- Ensure a safe and respectful environment that promotes equality of opportunity and works positively and productively with difference.
- Promote behaviours consistent with these values and to challenge and take the necessary steps to eliminate inconsistent behaviours.
- Ensure that our employment policies are fair and robust and that our workforce is representative of the community in which we work.
- Promote personal growth and development, taking account of and building on diversity as a strength and something that requires continual reflection and updating of knowledge.
- Regularly review our policy and practice ensuring this evolves in a proactive and relevant manner.
- Commit to a formal safeguarding and risk trustee within our board members as part of our everyday governance so that we have the required independent expert review, advice and guidance linked to our practice and conduct.
- Ensuring that staff and beneficiaries of our work can report any concerns or incidents if they feel there has been/is a deviation from these principles.

For young people, we remain committed to:

- making the Coach Core offer available to any young person, without discrimination or bias
- providing safe, equitable and positive environments so that they can thrive and progress if successful obtaining a place on the programme,
- taking a zero-tolerance approach to discrimination of any kind whilst on a Coach Core programme,
- taking a proactive approach to integration and education with all our teams.

The Coach Core Foundation Equality and Diversity policy is available on request.

Charity Governance Code

The Foundation is committed to align with the key guidance and recommendations linked to the 7 principles of Charity Governance. A summary of our progress against those aims are as follows:

1. Charity purpose

The board understands the key aims and objectives of the charity and helps provide the best possible guidance so that it can work towards achieving those goals as effectively and sustainably as possible. All other core principles must align with this purpose to create clear ethos, mission, ambitions and governance accordingly.

2. Leadership

The board commits to providing strategic leadership and honest counsel so that the charity can work towards its ultimate purpose.

3. Integrity

The board, and every trustee that makes up this group, act with integrity and promote a culture that is in keeping with assisting the charity achieve its purpose.

4. Risk and control

The board will commit to ensuring there are rounded, well-informed and rigorous decision-making processes. This considers any risk to the charity, its staff, its beneficiaries, and the general public as well as a continual review of the overarching management, processes, protocol, and strategies that govern the charity's operations.

5. Board effectiveness

The board will be made up of a group of vetted and suitable individuals, in line with the charity's purpose, to bring a healthy and effective balance of experiences, knowledge, connections and skills.

6. Diversity

The board will commit to promoting diversity throughout the charity, both in terms of its trustee and staff members, through to its governance of its operations too.

7. Openness and accountability

The board commits to an open and equitable recruitment policy and furthermore will ensure that all decision making, reporting and processes will be always transparent and accountable (unless there is good reason for it not to be at a given time).

A copy of the Coach Core Governance code is available upon request.



Risk and Safeguarding

The safety and safeguarding of The Foundation as a charitable entity and its people (namely staff, trustee board, apprentices, employers, and all other connected individuals), is paramount. You can review the many CCF safeguarding related policies via: coachcore.org.uk/about-us/safeguarding/

The Foundation undertakes the following, ongoing responsibilities:

- Ensuring staff and volunteers are carefully recruited and necessary checks are made in line with recruitment and vetting good practice guidelines. Programmes facing staff undergo an enhanced DBS check and minimum Level 1 safeguarding training every 3 years. Non programmes facing staff, trustees board members and contractors undergo a basic DBS check, whilst our position on volunteers will depend on the role they play within the organisation.
- All staff undergo mental health awareness training every 3 years.
- Building a culture of safeguarding best practice across our staff team and wider network. This includes a quarterly risk and safeguarding meetings with staff and ongoing dialogue with employers and our Training Provider, to ensure all parties are clear on their responsibilities.
- Ensuring a minimum of two qualified Designated Safeguarding Leads at any one time within the charity, with these individuals made known publicly. Level 3 DSL refresher training will be carried out at least every 3 years.
- Ensuring employers provide evidence of their safeguarding lead and are advised of the need to conduct DBS checks for their apprentices.
- Ensuring each apprentice undergoes safeguarding training, as part of their apprenticeship. It is requested that they are also shadowed and observed until they complete lead coaching qualifications, as part of the formal, signed employer agreement.
- Keeping abreast of key policy changes via membership/access to key Government, Charity Commission and relevant risk and safeguarding bodies.
- Engaging with key sector safeguarding working groups, to remain relevant to how the above applies to our young people, employers, and the environments in which they work.

Key roles: individuals and roles within the organisation that have safeguarding responsibility:

- The Chief Executive Officer has overall responsibility for all safeguarding matters.
- Coach Core Foundation is to have a minimum of 2 Designated Safeguarding Leads (DSLs) who have the lead responsibility for all safeguarding and protection matters and to escalate concerns to the Chief Executive who, where appropriate, may make referrals to external bodies such as the local authority or the police.
 - The DSLs are also responsible for:
 - Ensuring they, and the wider staff base, conduct themselves in a manner which safeguards and promotes the safeguarding practices at The Foundation
 - Ensuring all staff are provided with guidance about safeguarding concerns as required.
 - Ensuring all staff are clear on the policies and procedures we employ to vet and protect our beneficiaries, partners and employer teams connected with every Coach Core programme.
 - Ensuring that key stakeholders are aware of the Foundation's Whistleblowing policy.
 - Programmes staff are responsible for:
 - Undertaking and maintaining training linked to safeguarding and child protection.
 - Ensuring that all key stakeholders are aware of how to report safeguarding concerns and to whom.
 - Creating an open dialogue of sharing best practices with other employers within the programmes
 - A designated risk and safeguarding trustee are an experienced and qualified individual chosen to be the point of contact for all safeguarding matters and any whistleblowing allegations.

Risk and Safeguarding focus for 2025- 2026.

We will continue to evolve from a reactive organisation to a proactive one, with a strong focus on prevention. We will do this by having clear roles for the DSLs. A strategic one will take a lead on policies and processes. This will also come with an additional strategic meeting every quarter. The other DSL will focus on operational safeguarding and ensuring safeguarding is embedded across the whole charity and partners, rather than just on the side. This shift is being supported through enhanced training for both staff and apprentices, deeper engagement with employers, and active collaboration with the wider safeguarding community. This will also include several touch points with employers to ensure that they are supported with their policies and procedures.

After successfully submitting our first evidence to the Ann Craft Trust, we are now reviewing the action plan to implement the necessary changes.

In addition, we will be submitting the required evidence to the CPSU. Both of these processes form part of the minimum safeguarding requirements set out by Sport England as part of the tier 3 process and will further enhance our safeguarding practices.

Data Protection and Information Security

Coach Core employs the services of an external technology company to provide the necessary levels of security and support linked to our data and information. Using a cloud based, secure service we can safely store and protect the critical/sensitive information linked to our governance, operations, and people.

We are also:

1 – require all staff, volunteers (including trustees), contractors and secondments to sign privacy policies and undergo training linked to how to securely save and share documents and information.

2 – agree working practice with a limited number of key partners to protect key data and information, particularly that of our young people.

3 – as part of our GDPR policy, we commit to:

- a) *Providing all individuals with the control over what data we can or cannot access.*
- b) *Safeguarding their information to the absolute best of our abilities. This includes not collecting any information we do not need and/or not sharing without their consent.*
- c) *Anonymising and/or deleting that information on a pre-agreed timescale.*



Our Research and Impact Manager has already implemented robust policies and procedures to effectively collect, safeguard, and share information gleaned from our programmes.

Our Digital Comms Manager continues to have responsibility for our website and social media channels, each of which has their own dedicated policy and procedures too.

Fundraising Compliance

Coach Core's fundraising team is comprised of a Director of Fundraising who leads a team of three fundraisers which assist in executing various fundraising activities. Additionally, an independent fundraising trustee provides expert guidance to the team.

Within the trustee board, two members have donated financially over the last financial year. All trustees sign a 'conflict of interest' declaration to ensure that donations benefit the charity without any personal gain.

To manage donor details securely, Coach Core uses the database Salesforce, ensuring that this information is not shared outside the charity.

In July 2020, Coach Core registered with the Fundraising Regulator to commit to following the Code of Fundraising Practice.

We greatly value the generosity of our supporters and donors that allow the Foundation to carry out its charitable activities. This can be financial, pro bono support and/or via in kind services. However, it is imperative that such support does not contradict or convene our commitment to ethical fundraising practices and so on exceedingly rare occasions, we may consider refusing a donation or other involvement with an individual, organisation or activity. Should this occur, we will continue to act with integrity and confidentiality, always seeking to act with the most appropriate response. We will seek to confidentially evidence the rationale behind such a decision should the Foundation ever be required to justify its actions linked to this subject.



To support these conversations, the charity has several policies in place to ensure ethical and effective fundraising:

- The Ethical Fundraising Policy demonstrates a commitment to comply with laws and charity commission guidance.
- The Gift Recognition Policy ensures supporters are appropriately acknowledged.
- The Gift Management Policy outlines responsibilities for writing funding applications as well as capturing the acceptance, management, and reporting of grants to ensure compliance with funding requirements.
- The Gift in Kind Policy requires documentation of non-financial donations in the Gifts in Kind register.

There are no complaints, cases or accusations that concern The Foundation in any way linked to fundraising, development or digital malpractice, misconduct, or criminal proceedings at this time.

For more information, please contact us:

Maggie Allen, Coach Core Foundation, c/o Collinson Group, 3 More London, London, SE1 2AQ or via fundraising@coachcore.org.uk.

Our People

As a charity that strives to better the lives of its young people and elevate the principles of progression through education and mentoring, the Foundation is committed to always developing its staff and volunteers. We believe that individuals should feel challenged, engaged, and supported at all times, on pathway and plan that is right for them.



This includes:

- Formal annual and midpoint reviews with more frequent one-to-ones in place.
- Individual development budget made available each year, with line managers encouraged to cooperatively engage with their staff so that they can be upskilled and progressed in a way that is right for them and the charity.
- Regular all team / department collective workshops on several formal and informal subject matters that are designed to educate, engage, and foster collaborative culture.
- Support ambitions to join groups and boards outside of Coach Core so that they may enjoy additional project working and share their expertise and passion with others.
- Staff surveys and regular opportunities to feed in anonymously about the working conditions at the charity and anything we could or should improve.

Staff have a number of third-party support lines and HR guidance from our contracted partners, Petaurum, ensuring the team are able to confide any professional/personal issues they may be having.

We also take seriously the experience every individual Coach Core apprentice and employer should expect from us. We constantly review and seek to enhance our:

- | | | |
|----------------------|---------------------|---|
| - Communications | - Education offer | - Methods of support and wellbeing services |
| - Wellbeing services | - Funding available | - Partnerships and how we interact with them. |

We continue to work with key partners, such as Sport England, to continually update and enhance our governance and people facing processes to create safer, supportive and happier working environments for all.

Lastly, there is a periodical review of our people focussed policies to ensure they are relevant and fit for purpose. Owners of each policy are assigned by role within the senior management team, and any latest updates are shared accordingly with the staff and the board.

Financial Review

During the financial year, total income decreased a small amount compared to the year before, falling from £993,545 to £945,432. This reduction is primarily due to the conclusion of the CIMSPA funded partnership and a £40,000 reduction in funding from Sport England as part of our tapering, multi-year partnership. However, there were many new partnerships established in FY25 including successfully securing a lucrative new partnership with the Westminster Foundation to support programmes in the North Lancashire and Chester regions, new Corporate support from organisations like Advent International who made their first donation in February 2025, and we also began a new partnership with UK Sport in March 2025 that runs to 2028/29.

The expansion of these programmes also contributed to an increase in expenditure during the year, reflecting the employment of additional Workforce Apprenticeships Skills Leads (WASL's). However, despite ongoing economic pressures, the charity continues to manage its operational costs effectively. Careful financial stewardship has ensured that day-to-day expenses remain well controlled, and the organisation has not yet experienced significant negative impacts from broader inflationary trends. The fundraising environment remains challenging; however, encouraging progress has been made, particularly through the development of new corporate partnerships, which provide a solid foundation for the year ahead.

Unrestricted income increased significantly from £307,796 to £410,173. This growth enhances the charity's financial flexibility and its ability to cover essential core costs.

A total of thirteen apprenticeship programmes were launched during the year. Each programme typically spans a fifteen-month period, and appropriate provisions have been made in these accounts for grants not yet disbursed as of the year end. Improved processes around grant payment scheduling, combined with greater stability for apprentices, have resulted in lower levels of funds to be recovered from completed programmes compared with previous years.

Total grant expenditure for the year amounted to £227,300, a reduction from the previous year due to fewer programme starts. It is important to note that the grants provided by Coach Core represent only a portion of the overall investment made in each apprentice through the programmes developed and delivered by the charity.

Reserves

The policy of the charity is to maintain free reserves at a level to enable the charity to manage an orderly wind down and closure of its activities whilst ensuring that the obligations to staff, contractors and service providers are met and without prejudice to the apprentice programmes.

An exercise was undertaken jointly by the Chair, Treasurer, and Chief Executive Officer to assess the financial requirements necessary to responsibly close the charity, should this ever be required. This assessment considered all contractual obligations relating to staff, premises, and contractors, ensuring that no risk would be posed to beneficiaries in such circumstances. The review was initially conducted on 31 March 2024 and subsequently revisited by the Chief Executive Officer on 31 March 2025. The total estimated cost of closure entering FY26 is now determined to be £116,802.

As of 31 March 2025, the charity held free reserves of £66,206 — a substantial increase from the previous year's closing balance of £10,985. This improvement reflects the continued strength of the organisation's fiscal management. Supported by the ongoing partnership with Sport England, newly secured funding from the Westminster Foundation, and commitments from other funding partners, the Trustees are confident that the charity remains in a sound financial position and is well placed to meet its obligations and continue operations for the foreseeable future.

Financial Control

There have been several changes to the finance department of the charity during the year. A new Finance Director was employed, and a new Treasurer joined the Board of Trustees. Finance Director is the first dedicated, internal hire and she has implemented several changes to enhance the previous processes and systems of finance. Many of the tasks have now moved in-house and the third-party accounting company, Cadence Accounting, now have reduced responsibilities.

The charity accounts are circulated monthly and reviewed by the Treasurer and Chairperson. The recommendations thereafter may be given to the Chief Executive and/or the Finance Director.

The financial position of the charity is a fixed agenda item at each quarterly meeting of the trustee board with particular attention given to the status of the free reserves.

Any new programme launches are agreed by the board, and it remains a core principle of the charity to ensure that funding is in place ahead of each programme. This is to ensure that there is no risk to an apprentice/s by the charity not being able to provide the employer grant linked to their contract of employment.

Remuneration and expenses

Remuneration of all employees is considered as a part of the annual budgeting process and as such considered by the board of trustees, with any changes implemented from April 1.

The charity has a detailed expenses policy. Any new starter is provided with a copy of this document, and quarterly reviews of its contents are performed by the CEO to ensure it is updated and fit for purpose. This policy is intended for all staff, volunteers, contractors, and Trustee Board.

Any trustee expenses are documented in our audited accounts.

Going Concern

With significant improvements to our income streams – both amount and diversity of source - and an increase in the number of multi-year partnerships established, the decision was made to increase the fundraising target for FY26 as a result. In line with our Project 1500 targets, we know this will lead to an increase in employment places available via our Apprenticeships.

The rationale for this increase in fundraising target was also strengthened by the new development sub strategy presented by the fundraising director to the board and was signed off at the Board of Trustees meeting in March 2025 [noted in the minutes].

Additionally, indications for a third Sport England deal / additional funding from them in 2025-26 look positive and the Wray Foundation has offered its continued support to underwrite where required. Expenditure plans also have an enhanced level of control and foresight built over the last 5 years that ensure further strengthening our financial governance.

With the new finance director in place, reporting to senior management and the board is now more frequent and robust and with a growing reserve amount, the Trustees consider that the charity has adequate resources and funding to continue to operate successfully for the near future.

Accordingly, the Trustees are satisfied that the accounts can be prepared on a going concern basis.

Statement of Trustees' responsibilities

The trustees are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charity SORP.
- make judgements and estimates that are reasonable and prudent.
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the board of trustees on 13th January 2026 and signed on its behalf by:

A handwritten signature in dark ink, appearing to read 'Edward Wray', with a long, sweeping horizontal line extending to the right.

Edward Wray
Chair of the Board of Trustees, Coach Core Foundation

Report of the independent auditors to the trustees of Coach Core Foundation

Opinion

We have audited the financial statements of Coach Core Foundation (the 'charity') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as of 31 March 2025 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern.

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial

statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception.

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or taken together, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is carefully planned and performed in accordance with the ISAs (UK). The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We enquired of management concerning the Charity's policies and procedures relating to:

- the identification, evaluation and compliance with laws and regulations.
- the detection and response to the risks of fraud; and
- the establishment of internal controls to mitigate risks related to fraud or non-compliance with laws and regulations.

The Charity is subject to many laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements. We identified the following laws and regulations as the most likely to have a material effect if non-compliance were to

occur; United Kingdom Generally Accepted Accounting Practice, the Charities Act 2011, tax legislation, anti-bribery legislation, GDPR and employment law.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including how fraud might occur, by evaluating management's incentives and opportunities for manipulation of the financial statements. This included the evaluation of the risk of management override of controls. We determined that the principal risks were in relation to:

- journal entries that increased revenues or that reclassified costs from the income statement to the balance sheet
- revenue recognition and the timing of income and grants payable
- potential management bias in determining accounting estimates

It is the audit partner's assessment that the audit team collectively had the appropriate competence and capabilities to identify or recognise non-compliance with laws and regulations.

We obtained an understanding of the Charity's operations, including the nature of its revenue sources, products and services and of its objectives and strategies to understand the classes of transactions, account balances, expected financial statement disclosures and business risks that may result in risks of material misstatement. We also considered the effectiveness of the Charity's control environment to identify and prevent any irregularities and fraud.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

GBJ

GBJ Financial Limited
Statutory Auditor
Sterling House
27 Hatchlands Road
Redhill
Surrey
RH1 6RW
13th January 2026.

COACH CORE FOUNDATION

2024 – 2025 FINANCIAL REPORT



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**COACH CORE FOUNDATION
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2025**

				2025	2024
		Unrestricted	Restricted	Total	Total
		fund	funds	funds	funds
	Notes	£	£	£	£
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	410,174	535,259	945,433	991,120
Investment income	3	3,428	-	3,428	2,199
Other income		7,185	-	7,185	227
Total		<u>420,787</u>	<u>535,259</u>	<u>956,046</u>	<u>993,546</u>
EXPENDITURE ON					
Raising funds	4	98,277	-	98,277	91,802
Charitable activities	5				
Sports and coaching programmes		296,921	565,305	862,226	832,517
Total		<u>395,198</u>	<u>565,305</u>	<u>960,503</u>	<u>924,319</u>
NET INCOME/(EXPENDITURE)		25,589	(30,046)	(4,457)	69,227
RECONCILIATION OF FUNDS					
Total funds brought forward		16,385	229,336	245,721	176,494
TOTAL FUNDS CARRIED FORWARD		<u>41,974</u>	<u>199,290</u>	<u>241,264</u>	<u>245,721</u>

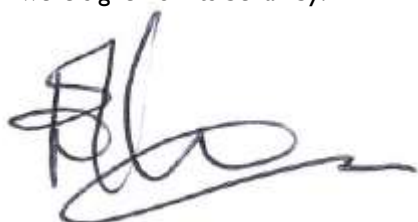
COACH CORE FOUNDATION

BALANCE SHEET

31 MARCH 2025

			2025	2024
		Unrestricted	Restricted	
		fund	funds	
Notes	£	£	£	£
FIXED ASSETS				
Tangible assets	11	1,574	-	-
CURRENT ASSETS				
Debtors	12	16,068	-	118,110
Cash at bank		545,656	199,290	272,315
		<u>561,724</u>	<u>199,290</u>	<u>390,425</u>
CREDITORS				
Amounts falling due within one year	13	(521,324)	-	(144,704)
NET CURRENT ASSETS				
		<u>40,400</u>	<u>199,290</u>	<u>245,721</u>
TOTAL ASSETS LESS CURRENT LIABILITIES				
		<u>41,974</u>	<u>199,290</u>	<u>245,721</u>
NET ASSETS				
		<u>41,974</u>	<u>199,290</u>	<u>245,721</u>
FUNDS				
	14			
Unrestricted funds			41,974	16,385
Restricted funds			199,290	229,336
TOTAL FUNDS				
			<u>241,264</u>	<u>245,721</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 13 January 2026 and were signed on its behalf by:



E Wray - Trustee

COACH CORE FOUNDATION
CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2025

		2025	2024
	Notes	£	£
Cash flows from operating activities.			
Cash generated from operations	I	471,564	93,624
Net cash provided by operating activities		471,564	93,624
Cash flows from investing activities.			
Purchase of tangible fixed assets		(2,361)	-
Interest received		3,428	2,199
Net cash provided by investing activities		1,067	2,199
Change in cash and cash equivalents in the reporting period		472,631	95,823
Cash and cash equivalents at the beginning of the reporting period		272,315	176,492
Cash and cash equivalents at the end of the reporting period		744,946	272,315

The notes form part of these financial statements

COACH CORE FOUNDATION
NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2025

I. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025	2024
	£	£
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(4,457)	69,227
Adjustments for:		
Depreciation charges	787	1,913
Interest received	(3,428)	(2,199)
Decrease in debtors	102,042	4,924
Increase in creditors	376,620	19,759
Net cash provided by operations	471,564	93,624

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.24	Cash flow	At 31.3.25
	£	£	£
Net cash			
Cash at bank	272,315	472,631	744,946
	272,315	472,631	744,946
Total	272,315	472,631	744,946

I. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds; it is probable that the income will be received and the amount can be measured reliably.

Grants and donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation. Cash donations are recognised on receipt.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Costs of charitable activities include grants made, governance costs and support costs.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

Grants offered subject to conditions which have not been met at the year-end date are noted as a commitment but not accrued as expenditure.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	-	33% on cost
Computer equipment	-	33% on cost

Taxation

The charity is exempt from tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity.

Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

1. ACCOUNTING POLICIES - continued

Fund accounting

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

2. DONATIONS AND LEGACIES

	2025	2024
	£	£
Donations and gifts	945,433	991,120
	=====	=====

3. INVESTMENT INCOME

	2025	2024
	£	£
Deposit account interest	3,428	2,199
	=====	=====

4. RAISING FUNDS

Raising donations and legacies

	2025	2024
	£	£
Staff costs	98,277	91,802
	=====	=====

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Grant funding of activities (see note 6) £	Support costs (see note 7) £	Totals £
Sports and coaching programmes	544,450	227,300	90,476	862,226

6. GRANTS PAYABLE

	2025 £	2024 £
Sports and coaching programmes	227,300	293,614

The total grants paid to institutions during the year was as follows:

	2025 £	2024 £
Derby	-	26,000
Leicester	-	54,000
Tyne & Wear	-	64,500
Manchester	48,350	-
Bristol	-	37,500
Leeds	27,150	(8,500)
London	32,400	-
Essex	38,150	-
Middlesbrough	33,000	-
Covid Relief	-	160
Birmingham	2,000	49,585
Sussex	28,750	17,735
Surrey	-	33,384
Doncaster	-	19,250
North Lancs/Chester	17,500	-
	<u>227,300</u>	<u>293,614</u>

7. SUPPORT COSTS

	Management	Finance	Governance costs	Totals
	£	£	£	£
Sports and coaching programmes	64,228	308	25,940	90,476

Support costs, included in the above, are as follows:

	2025	2024
	Sports and coaching programmes	Total activities
	£	£
Insurance	4,941	5,485
Telephone	5,381	3,913
Advertising	9,395	11,098
Sundries	1,335	1,996
Office supplies	1,629	1,632
Entertainment	772	2,876
Subscriptions	325	574
Travel and subsistence	40,450	31,209
Bank charges	308	-
Auditors' remuneration	9,084	9,778
Accountancy and legal fees	16,856	14,632
	90,476	83,193

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2025 nor for the year ended 31 March 2024.

Trustees' expenses

	2025	2024
	£	£
Trustees' expenses	241	-

9. STAFF COSTS

The average monthly number of employees during the year was 13 (2024: 7).

One employee received emoluments exceeding £60,000 (2024: 1).

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	305,370	685,750	991,120
Investment income	2,199	-	2,199
Other income	227	-	227
Total	307,796	685,750	993,546
EXPENDITURE ON			
Raising funds	91,802	-	91,802
Charitable activities			
Sports and coaching programmes	262,070	570,447	832,517
Total	353,872	570,447	924,319
NET INCOME/(EXPENDITURE)	(46,076)	115,303	69,227
RECONCILIATION OF FUNDS			
Total funds brought forward	62,461	114,033	176,494
TOTAL FUNDS CARRIED FORWARD	16,385	229,336	245,721

COACH CORE FOUNDATION
NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2025

11. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Computer equipment £	Totals £
COST			
At 1 April 2024	653	7,700	8,353
Additions	-	2,361	2,361
	<u>653</u>	<u>10,061</u>	<u>10,714</u>
At 31 March 2025			
DEPRECIATION			
At 1 April 2024	653	7,700	8,353
Charge for year	-	787	787
	<u>653</u>	<u>8,487</u>	<u>9,140</u>
At 31 March 2025			
NET BOOK VALUE			
At 31 March 2025	-	1,574	1,574
	<u>-</u>	<u>1,574</u>	<u>1,574</u>
At 31 March 2024	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>

12. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £	2024 £
Trade debtors	6,847	-
Other debtors	-	118,110
Prepayments and accrued income	9,221	-
	<u>16,068</u>	<u>118,110</u>

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Trade creditors	10,731	1,095
Social security and other taxes	15,618	9,147
Other creditors	1,464	2,198
Grants payable	128,192	116,361
Deferred income	328,125	-
Accrued expenses	37,194	15,903
	<u>521,324</u>	<u>144,704</u>

14. MOVEMENT IN FUNDS

	Net movement		
	At 1.4.24	in funds	At 31.3.25
	£	£	£
Unrestricted funds			
General fund	16,385	25,589	41,974
Restricted funds			
Sport England	20,426	(20,426)	-
Temasek/Sport England Covid Relief	7,254	-	7,254
Other	5,500	-	5,500
Sport England 2	906	(906)	-
CIMPSA	195,250	(108,698)	86,552
Sport England 3	-	30,842	30,842
GLA	-	21,500	21,500
Westminster Foundation	-	47,642	47,642
	<u>229,336</u>	<u>(30,046)</u>	<u>199,290</u>
TOTAL FUNDS	<u>245,721</u>	<u>(4,457)</u>	<u>241,264</u>

14. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	420,787	(395,198)	25,589
Restricted funds			
Sport England	-	(20,426)	(20,426)
Other	73,617	(73,617)	-
Sport England 2	-	(906)	(906)
CIMPSA	-	(108,698)	(108,698)
Sport England 3	353,499	(322,657)	30,842
GLA	43,001	(21,501)	21,500
Westminster Foundation	65,142	(17,500)	47,642
	<u>535,259</u>	<u>(565,305)</u>	<u>(30,046)</u>
TOTAL FUNDS	<u>956,046</u>	<u>(960,503)</u>	<u>(4,457)</u>

14. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

		Net movement	
	At 1.4.23	in funds	At 31.3.24
	£	£	£
Unrestricted funds			
General fund	62,461	(46,076)	16,385
Restricted funds			
Sport England	86,116	(65,690)	20,426
Temasek/Sport England Covid Relief	7,414	(160)	7,254
Other	500	5,000	5,500
Sport England 2	3	903	906
Taylor Trust	20,000	(20,000)	-
CIMPSA	-	195,250	195,250
	<u>114,033</u>	<u>115,303</u>	<u>229,336</u>
TOTAL FUNDS	<u>176,494</u>	<u>69,227</u>	<u>245,721</u>

14. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	307,796	(353,872)	(46,076)
Restricted funds			
Sport England	(1)	(65,689)	(65,690)
Temasek/Sport England Covid Relief	-	(160)	(160)
Other	24,250	(19,250)	5,000
Sport England 2	390,501	(389,598)	903
Taylor Trust	-	(20,000)	(20,000)
CIMPSA	250,000	(54,750)	195,250
Hypatia Trust	21,000	(21,000)	-
	685,750	(570,447)	115,303
TOTAL FUNDS	993,546	(924,319)	69,227

14. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

		Net movement	
	At 1.4.23	in funds	At 31.3.25
	£	£	£
Unrestricted funds			
General fund	62,461	(20,487)	41,974
Restricted funds			
Sport England	86,116	(86,116)	-
Temasek/Sport England Covid Relief	7,414	(160)	7,254
Other	500	5,000	5,500
Sport England 2	3	(3)	-
Taylor Trust	20,000	(20,000)	-
CIMPSA	-	86,552	86,552
Sport England 3	-	30,842	30,842
GLA	-	21,500	21,500
Westminster Foundation	-	47,642	47,642
	<u>114,033</u>	<u>85,257</u>	<u>199,290</u>
TOTAL FUNDS	<u>176,494</u>	<u>64,770</u>	<u>241,264</u>

14. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	728,583	(749,070)	(20,487)
Restricted funds			
Sport England	(1)	(86,115)	(86,116)
Temasek/Sport England Covid Relief	-	(160)	(160)
Other	97,867	(92,867)	5,000
Sport England 2	390,501	(390,504)	(3)
Taylor Trust	-	(20,000)	(20,000)
CIMPSA	250,000	(163,448)	86,552
Hypatia Trust	21,000	(21,000)	-
Sport England 3	353,499	(322,657)	30,842
GLA	43,001	(21,501)	21,500
Westminster Foundation	65,142	(17,500)	47,642
	<u>1,221,009</u>	<u>(1,135,752)</u>	<u>85,257</u>
TOTAL FUNDS	<u>1,949,592</u>	<u>(1,884,822)</u>	<u>64,770</u>

During the year the charity received the third instalment of a five-year programme with Sport England (Sport England 2). A new partnership with CIMPSA commenced in the year. CIMPSA has provided funding for the provision of employment coaches to provide support for apprentices into long term.

The allocation of the Sport England 2 funding is shown in Note 16.

15. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2025.

16. SPORT ENGLAND GRANT ALLOCATION

	2025	2024
	£	£
Direct grant	116,754	193,411
SMT staff	29,974	27,995
Development staff	35,293	36,983
Digital staff	22,338	19,669
Impact staff	4,118	4,238
Programme staff	90,395	48,870
On costs and expenses	1,364	12,475
	183,482	150,230
Office costs	428	15,146
Digital events	-	12,749
Events	818	-
Development & fundraising	-	804
Travel & subsistence	12,398	10,670
Kit & equipment	4,773	414
Education & licence fee	4,909	4,738
Training	-	-
Consultancy & partnership	-	1,436
	23,326	45,956
Total	323,562	389,596
Total grant	353,500	390,500
Balance carried forward	30,842	904

COACH CORE FOUNDATION
DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2025

	2025	2024
	£	£
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations and gifts	945,433	991,120
Investment income		
Deposit account interest	3,428	2,199
Other income		
Gift aid receivable	7,185	227
Total incoming resources	956,046	993,546
EXPENDITURE		
Raising donations and legacies		
Wages	87,173	83,425
Social security	8,369	5,874
Pensions	2,735	2,503
	98,277	91,802
Charitable activities		
Trustees' expenses	241	-
Wages	394,631	324,705
Social security	40,313	31,442
Pensions	10,712	10,082
Sub-contractors	36,543	20,430
Rent	-	18,000
Event cost	34,573	29,626
Training and welfare	4,882	9,052
Computer and software	7,700	5,559
Kit costs	12,182	414
Development fees	1,886	4,487
Fixtures and fittings	787	1,913
Grants to institutions	227,300	293,614
	771,750	749,324
Support costs		
Management		
Insurance	4,941	5,485
Carried forward	4,941	5,485

COACH CORE FOUNDATION
DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2025

	2025	2024
	£	£
Management		
Brought forward	4,941	5,485
Telephone	5,381	3,913
Advertising	9,395	11,098
Sundries	1,335	1,996
Office supplies	1,629	1,632
Entertainment	772	2,876
Subscriptions	325	574
Travel and subsistence	40,450	31,209
	64,228	58,783
Finance		
Bank charges	308	-
Governance costs		
Auditors' remuneration	9,084	9,778
Accountancy and legal fees	16,856	14,632
	25,940	24,410
Total resources expended	960,503	924,319
Net (expenditure)/income	(4,457)	69,227

This page does not form part of the statutory financial statements.

Accounts



Coach Core Foundation

Annual Report 2023 - 2024



**Report of the trustees and financial statements for the year ended
31st March 2024. Audited by GBJ LLP.**

UK Charity Number: 1186782

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Trustees statement

The Trustees present their annual report and financial statements for the period ended 31/03/2024.

The accounts have been prepared in accordance with the accounting policies set out in the constitution, the Charities Act 2011, and in line with the 'Statement of Recommended Practice' applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The Trustees have referred to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. These objectives fall under the purposes defined by the Charities Act 2011.

The Charity was registered with the Charity Commission on 5th December 2019 and these financial statements encompass our fourth year of audited accounts. All accounts from inception can be found on our website: <https://coachcore.org.uk/about-us/annual-reports-and-accounts/>

Introducing Coach Core

Coach Core Foundation enables under-represented young people to access inclusive sports apprenticeships, changing their lives and those around them. Since we launched in 2012, we have worked with over **200 sport for social change employers**, provided apprenticeships for **862 young people** who have become changemakers in their local communities delivering an estimated **982,000 coaching sessions to over 13.7 million people**.

We use Level 2 and Level 3 Apprenticeships to allow an accessible way for disadvantaged 16 to 25-year-olds to bridge the gap back into full time employment and education. More recently, we have also worked with our training provider to introduce a Level 4-degree equivalent qualification to usher in an even greater pathway of development in the sports and physical activity sector.

Rather than traditional short-term interventions, we train and develop our young people over the course of 12-18 months, placing equal emphasis on mentoring and personal support, as well as their professional development, given the additional challenges they may need to overcome.

However, it is the Coach Core ethos that we are also here to support the employer, as many of our partner organisations are charities and/or small-medium businesses that require extra support and guidance when recruiting diverse, young talent, or perhaps navigating the world of apprenticeships. It is our model therefore to convene employers and support partners locally and nationally to create powerful, collaborative networks and we fundraise on their behalf to support the extra costs of recruiting, retaining and developing the talent we all want to prioritise working with.

We train our apprentices as community sports coaches so they can:

- a) Enter a sector (sport for development/coaching) they feel passionate about, allowing them to grow in an environment that involves blended learning and peer support throughout,
- b) Become local role models that positively impact and influence their wider communities through the coaching and physical activity they provide,
- c) gain meaningful qualifications, experiences and transferable skills that will allow them to truly enhance their future life chances, in a career journey that is right for them (even if that becomes a pathway that is out of the sport for development/coaching sector).

In Summer 2024, the charity will celebrate its 1000th apprentice, sparking the launch of '**Project 1500**'; a bold new strategy to support 500 apprentices over the next 3-years. As part of this, we will challenge ourselves to further target the young people that need the opportunity most. We will strengthen our education and support offer in all senses and create a stronger platform that profiles and amplifies the inspiring journey and impact of our apprentices, and young people in general.

Charity reflections for 2023 - 2024

The charity enjoyed a successful year on all fronts, increasing its fundraising, programme portfolio and embarking on new projects and processes to further strengthen the organisation ahead of its new strategy. Summary highlights include:

- **Fundraising:** We increased income from £731,650 in FY23 to £993,545 by March 2024, and have seen a 131% growth in the number of donors giving to Coach Core.
- **Summary programme and impact data:**
 - 12 new programmes with 100 apprentices starting their journey during this financial year, with over one in three apprentices identifying as female (39%). A total of 228 apprentices were on programme during this financial year (starting, on programme, graduating).
 - We supported a total of 55 different employers, 44% of which were employing their first ever apprentice, underlining the types of employers we support and the guidance we provide.
 - The 'Index of Multiple Deprivation' (IMD) refers to UK areas facing the most challenge. 49% of our apprentices came from the Top 30% UK IMD areas, and of this number, 20% of them live in the top 10% IMD locations. This is significantly higher than the national average for apprentices, which is generally close to or just below 10% in the Top 30% IMD areas, indicating our targeted work is reaching those young people in the areas that need the opportunity most.
 - During the same period, 92 apprentices graduated from Coach Core [that had started in FY23], which represented a success rate of 70% from those that started. Of those that graduated, 43% gained distinctions; the highest quality mark you can be awarded.
 - We deem 'the ripple effect' as the coaching audience that our apprentices can work with across the term of their Apprenticeship. This is largely to primary school aged children in their local community but can extend to young adults, SEN individuals, through to the elderly, and across a variety of sports and physical activities. During the FY24 period our apprentices led or assisted a projected 187,000 coaching sessions to approximately 2.6 million participants.
- **HR key news:**
 - We were successful in a £250,000 bid to Cimsa-Sport England to expand our Employment Coach team; the key individuals who support employers and apprentices across their regions. We now have a Coach in the North, Midlands, South and a national coordinator in place. This moves the total charity team number to 13 staff members, two of which are part time.
 - We moved from our Oval Cricket Ground office to share space with our corporate supporters, Collinson Group (3 More London, London, SE1 2AQ). For all official correspondence, we have a PO box: c/o Capital Office, 124-128 City Rd, London EC1V 2NJ
- **Digital:** On social platforms, we've maintained an engagement rate of (average) 4.04%, which exceeds our targets set based on 2022-23 data. We've also consistently posted in different forms of media (short videos, posts and tweets) 3 weekly, 1 blog weekly and 1 key video monthly, which has boosted our audience to 10,000 followers collectively. This has allowed us to reach even more of the 'right' audience, who could engage with or support our work. Our most well-performing content was our 'Results Day' campaign, where our blog ranked no.2 in Google searches for this term and our follower count went up by 2.7% as a result.

- **Recognition:** Coach Core enjoyed another year of award success, including:

AAC Awards 2024	- EDI Provider Recognition Award, Winner - Widening Participation Award OTY, Finalist
World Skills Awards 2024	- Network of the Year, Finalist - World Skills Awards, Initiative of the Year, Highly Commended
The Learning Awards 2024	- Apprenticeship Programme of the Year (with England Boxing)
UK Coaching Awards 2023	- Wasim Collins, Coach Developer of the Year, Finalist - England Boxing Apprenticeship Programme, Inclusive coaching, Winner - Gabrielle Reid, Young Coach of the Year, Winner.
NE Apprenticeship Awards 2023	Training Provider/Programme of the Year, Winner.

Coach Core Foundation: Strategy 2021 – 2024

In Spring 2021, Coach Core launched its first ever strategy. The consultation period included the voice of our young people, our employers, partners, trustee board and staff team to ensure we formed an ethos, mission, values set, and charity targets that were clear and agreed by all.

The original five strategic areas of focus were:

- 1) **Our Sites:** increase the number of employers from 150 to 200, and to go from 15 to 20 UK sites.
- 2) **Our Support:** interpreted in two ways, a) fundraising -15% boost in diversity of funder, and b) the support for our young people to progress to graduation to move to 90% success rate.
- 3) **Our Apprentices:** to reach 1000 apprentices by 2024 and 50% of them to come from underrepresented groups.
- 4) **The Community:** 150,000 coaching sessions and 2.5 million participants across the 3-year period.
- 5) **The Insights:** evidence the wider social impact we create and set up a Youth Board that would provide a formal platform for young people to advance themselves and the charity.

Across this 3-year period, we have provided annual updates on our progress and how we have shaped or amended these targets based on the feedback given and the needs of our young people. The ultimate ambition has always been to support a young person to gain unparalleled qualifications, experiences, and networking opportunities that they can then take onto the next stage of their career pathway whilst also leaving a lasting legacy on the people around them. If at any point we felt our strategic direction was not enabling us to achieve that mission, then we have always been transparent and honest in the decisions taken to adjust our processes and programmes accordingly.

Over page is the third and final year summary report of our 2021-2024 strategy that details our progress over the last twelve months. This sees the conclusion of the existing vision, mission and the targets for that period and is reported on for the period 1st April 2023-31st March 2024.

In terms of the wider strategy, we are extremely proud of how we have advanced the strength of the charity and for the lives we have changed across the last three years, knowing we have made a lasting impact in communities across the UK through our work. We achieved many of the targets we set out to achieve in 2021 – including celebrating our 1000th apprentice this summer - but we also fell short in some areas too, all of which have been reported transparently in our 3-year report.

Summary highlights across the 3-years include:

- 329 apprentices supported, 33% of which were female, 1 in 5 were from an ethnic minority, 43% lived in the top 30% of deprived areas in the UK, and 1 in 5 had a disability.
- 70% success rate, 17.6% higher than the national average despite our target audience.
- Over 230 employers in total with an average of 11x programmes launched per year.
- Apprentices have led/supported over 311,000 sessions, reaching approx. 4.3 million people.

To read the full 3-year strategic report, visit: <https://coachcore.org.uk/2021-2024-summary-strategy/>

We have taken this learning into the new strategy – ‘**Project 1500**’ - to reshape the underpinning vision, mission and purpose of the charity, identify the things we wish to enhance or develop further, but we also stay true to the things that have made Coach Core a stronger, more impactful charity overall. This is an exciting, bold new direction for the charity that has also been informed by the voices of our apprentices, our key stakeholders and independent analysis including the University of Bath, Morgan Stanley, and our System Partner governance processes with Sport England.

For more information on our history, our operations, and charitable ambitions, please visit www.coachcore.co.uk/about-us

Our strategy summary: Year 3 impact / final observations.

Target Pillar	Target #1	Target #2
#1 OUR SITES	To grow from 150 to 200 employers in the next 3 years.	To grow from 15 UK sites to 20 during this time.
Status	Target attained: We have now reached 230 unique employers that have employed at least one Coach Core apprentice.	Target amended: Our revised target became the number of apprentices supported and programmes launched versus purely geographical growth. The priority therefore shifts to Target #3 total apprentice numbers, and we can confirm that there have been 79 total programmes across the UK since 2012. We have averaged 11 programmes per year over the strategy period.
#2 OUR SUPPORT	15% increase in funding diversity	Re-establish a success rate of 90%+ by 2024.
Status	Target attained: When Coach Core novated out of The Royal Foundation in April 2020, we received £509,515, inclusive of our 2018-21 Sport England partnership funding. Since the novation, our income has grown steadily, mirroring the charity's expansion over the subsequent 3 years. Excluding the initial novation funds, income has increased by 48% from 2021 to 2024 and there has been a 292% growth in the number of supporters giving to the charity. In 2022, Coach Core were named a Sport England 'System Partner' and confirmed a new 5-year funding agreement. In 2023, for every £1 of funding Coach Core granted an employer, £5 was unlocked from government grants and employers. This totals an estimated £4.5 million extra funding to those young people who needed it.	Target remains: We deem 'success' as our apprentices progressing into a formal, positive exit route that is right for them. With our model that focusses on mentoring and individual learner support, this was always way above national average despite us proactively targeting those that needed the opportunity most. Whilst we fell below our aspiring target of 90% success rates, we are currently tracking at 80% and proud that the apprenticeship continues to surpass the national average for completion rates. Currently, 71% of apprentices who start our programme successfully finish it, exceeding the national average by 17.6% and outperforming apprenticeships in the Leisure, Travel, and Tourism sector by 11.5%. Given our target group of apprentices face extra challenges and barriers, this completion rate is even more impressive.
#3 OUR APPRENTICES	To have supported a minimum of 1,000 total learners by 2024	Attaining a 50% target for underrepresented groups over the next 3 years
Status	Target remains: At present we have supported 986 apprentices and expect to hit 1000 by September 2024. We will celebrate this success by launching the 1000th apprentice campaign, shining a light on the young people over the last 12 years and following the journey of our 1000th apprentice.	Target amended: Originally, we set an ambitious target of achieving 50% representation across all areas. In 2022-23, we revised this target as we felt the original target was too overarching and not explicit enough to: a) differentiate the different socio-economic groups with enough clarity, and b) challenge ourselves to drive greater opportunities for these different audiences versus the national averages per group.

		Measuring across 2021-24, we have supported: - An average of 21% from Ethnically Diverse communities – an upward trend of 5%. - 33% were female- an upward trend of 8%. - An average of 22% had Additional Learning Needs, an upward trend of 21% from the beginning of the strategy period 15% to 36% in 2023. - 43% from the Top 30% IMD areas, an upward trend of 4%.
#4 THE COMMUNITY	To reach a total of 150,000 coaching sessions enabled/led by our apprentices since 2012.	To have provided sport and physical activity to 2.5 million beneficiaries in the community since 2012.
Status	Across this strategy period apprentices have led or supported over 311,000 sessions, reaching approximately 4.3 million people. This is above the predicted amount, and it is worth noting we are now using a methodology linked to start and end dates alongside an average for coaching sessions and the number of participants. One case study that brings these statistics to life is Madi, for her women and girls focused sessions. One of the participants commented <i>“When I first came, I wouldn’t do any of the sessions I would just stay with Madi but now I join in a bit more and I’ve made quite a few friends”</i>. Madi worked on the Women's Active projects delivering sessions for women of all ages in ethnically diverse and under-served areas of Leicester. She continues to empower unaccompanied asylum-seeking children with their self-development, giving them the tools, skills and knowledge to understand the opportunities that the project can provide for them.	
#5 OUR INSIGHTS	To accurately measure and evidence the Coach Core social return on investment (SROI)	To introduce a formal Coach Core Youth Board
Status	Target remains – we have always placed high importance on data and impact collection, but over the last 12 months, we wanted to enhance our ways of working linked to SROI. This has been one of the biggest advancements the charity has made. We believe that we have an obligation to continue to champion the successes and challenges facing our young people by involving their voices and representing them as best as we can. We also committed to open, transparent reporting both internally and by engaging with the services of external partners to evaluate our work. This includes: -Development of a robust recruitment strategy, benefitting all parties. -Selected partner for the Morgan Stanley Charity Challenge, providing invaluable insight into our operations and ways we can enhance our work. -Featured in the 2023 Centre for Social Justice ‘Game Changer’ paper. - Worked with the Sport for -Development Coalition on the sector evaluation tool.	
		Target attained: The Coach Core Youth Board was launched in the first year of our strategy. It now enters its third phase, guided by key learnings from our past experiences, and will include the launch of apprentice/graduate networks, virtual meeting spaces for young people with a shared passion or lived experience, to connect with others, share their experiences and help us improve our programmes. These networks will be shaped by the young people themselves and will help ensure our programmes are more reflective of the needs and challenges faced by marginalised and under-represented groups. This also mirrors their feelings that wider youth initiatives need more decision making and insight from young people themselves. We will now focus on creating a supportive environment where they can lead and shape their own experiences, ensuring their voices are at the heart of everything we do.

Our performance in context

Previous analysis by the London Progression Collaboration (2022) showed that intermediate apprenticeship starts had decreased by 72% between 2014/15 and 2021/2022, whilst higher level apprenticeships had increased by 400% across the same period.

Similar research the following year showed that higher level apprenticeship starts were the highest on record, with intermediate starts the lowest (gov.uk 2024).

More recent analysis by '**mystartingpoint**' (2024) showed that this trend had continued across the most recent academic year. Advanced, higher level and degree level apprenticeships had made up 94.8% of all apprenticeship starts in 2023/2024, whilst 66.6% of apprenticeships were funded by the apprenticeship levy.

This suggests that employers were continuing to prioritise higher level qualifications, likely to be better suited to older, more experienced staff, rather than providing opportunities to younger applicants.

To amplify this challenge, young people were experiencing a range of barriers in accessing employment and education across this same period. Research from the Office of National Statistics (2024) shows that around 12% of young people (aged 16-24) were not in employment, education or training (NEET) between October and December 2023. This represented an increase of over 20,000 from the same period in 2022.

In addition, there were an estimated 559,000 young people who were both NEET and economically inactive, an increase of almost 40,000 since the previous estimate in 2022. Mental health challenges and the cost-of-living crisis were continuing to determine the employment and education choices of young people.

Alongside this, young people from marginalised groups continued to face significantly more barriers to employment and education as outlined clearly by the Youth Futures Foundation in 2023.

Against this backdrop, the need for our work becomes even more apparent and has shaped many of the strategic plans and directions for our new strategy – **Project 1500**.

Our operations: 1st April 2023 to 31st March 2024

New programme launches currently in learning (all level 2 unless indicated)

Programme	Employers	Start numbers	Leavers
Bristol 23	5	11	1
England Boxing (Mixed Qual)	1	7	0
Leicester L3	8	16	3
Leicester 23	3	6	1
Manchester 24	1	1	0
National 23 L3	3	5	0
Northumberland Tyne & Wear 23	12	18	3
Notts and Derby L3	4	6	2
Surrey	4	5	1
Surrey L3	4	4	0
Sussex 23	8	10	3
West Midlands 23	5	11	1
Total	58	100	15

Completed programmes (all level 2 unless indicated)

Programme	Apprentice starts	Graduated	Distinction
Birmingham 21	11	8	4
Bristol 22	15	11	7
British Cycling L2/L3	2	2	2
Doncaster 22	5	3	1
Essex 22	12	9	3
Leeds 22	8	6	2
Leicester 22	17	11	2
London 22	12	6	1
Manchester 22	13	9	7
Middlesborough 22	16	11	6
National 22 L3	5	5	4
Sussex 21	7	3	0
England Boxing L3	8	7	1
Total	131	92 (70%)	40 (43%)

The overall achievement rate for apprenticeships in England increased to 54% in 2022/23. Coach Core's achievement rate surpasses the national average by 16%, a notable accomplishment given the significant barriers faced by the individuals we support.

25% of Coach Core apprentices come from ethnically diverse backgrounds, compared to 15.2% of apprenticeships nationally, indicating a 10% higher representation. 34% of Coach Core apprentices for this financial year are female, compared to the national average of 48%. While the participation of female apprentices has been steadily increasing, this remains an area of focus for Coach Core.

Benchmarking – taken from the latest DfE annual achievement, pass, and retention rates (2022/2023)

Future prospects: 2024-2025

- **Project 1500 – the bold new strategy for Coach Core (2024-27).**

Launching in Summer 2024, and as mentioned previously, we have taken the learning from the previous strategy and feedback from our beneficiaries, to write a strategy that we also feel is designed around the opportunities available for the charity over the next 3-years.

It has led us to reshaping the key vision, purpose, values and mission of the charity to ensure we are reflective of the current state of the organisation, the environment in which we operate and the needs of our young people.

Our vision: every young person can access meaningful education and employment opportunities without barriers and discrimination.

Our purpose: Coach Core Foundation enables under-represented young people to access inclusive sports apprenticeships, changing their lives and those around them.

Our values: we are collaborative, inclusive and empowering, and we challenge ourselves to always put young people at the heart of everything we do.

Our mission: We want to develop our wider partner network to increase the quality of the apprenticeship experience, reach the young people who need the opportunity the most and bring more supporters to the cause.

The overarching goal is to support 500 new apprentices over the next 3 years to build on the 1000 apprentices we've supported over the last 12 years. These inspiring role models will then create a powerful impact in their local community across 2024 to 2027 with a projected 611,000 coaching sessions led or assisted that will benefit over 8.5 million participants during that time.

You can learn more about our exiting new strategy here: <https://coachcore.org.uk/project-1500/>

- **Fundraising summary**

Every year we aim to diversify our funding portfolio further so we can maintain consistent operations and support for the charity. We want to reduce our dependency on a handful of donors, and instead boost the charity's resilience and adaptability. This year we've worked hard to establish relationships with new Trusts and Foundations and corporate partners and have launched events and campaigns to engage new audiences and help unlock more unrestricted funding. Whilst we've still got a long way to go, we're thrilled to see a 131% growth in the number of supporters giving to Coach Core and a 32% growth in income (in comparison to the previous financial year). We hope this inspires even greater confidence and trust among donors, supporters and stakeholders as we continue to grow.

Below we have captured some highlights for Coach Core:

- Our 10th Birthday Celebrations in October 2022 were an opportunity for our supporters and prospective supporters to see their Royal Highnesses William and Katherine, as well as special guests such as Max Whitlock (6-time Olympic medalist), Eboni Usoro-Brown (Commonwealth gold winning netballer) and Nathan Dawe (DJ and producer). This rare and exciting opportunity meant we had 154 guests in attendance – around half had previously not engaged with us at Coach Core. We raised £13,116 in the run up and on the day, but over the subsequent months in FY24, we have unlocked two corporate donations worth a total of £35,000, a gift of £21,000 from a Foundation, a £2,000 donation from an individual and a recurring monthly donation of £50.

- We have also organised two new fundraising events and campaigns to help us grow a diverse portfolio of multi-year and multi-beneficial partnerships that will ensure our sustainability for the future. The first is Sporting Chance Prize Draw, which took place in March 2023. This enabled us to raise £1,563.07 (against our initial £1000 target). We saw donations from 55 people of whom 92% were brand new to Coach Core. These donors will subsequently receive the Coach Core newsletter in June, and a personalised message in September (as part of a brand new Thankathon initiative). We hope that with time and proper stewardship, a proportion of these donors will become long-term supporters.
- The second new initiative was Coach Core's Sports Day. As a brand-new event, we were thrilled to have 23 teams and 200 people join us for our very first Sports Day. 11 companies were known to us (existing corporate partners/Coach Core network) but 7 were new connections (who heard about event through our Trustee board and our partners network). Thanks to the sponsorship, team entries and raffle sales, we raised over £13,000 (net profit) from the day! But just as importantly, we've had great feedback from those who attended and have been told that everyone wants to come back next year with more teams.

Moving forwards, we are committed to using these our campaigns and events to strengthen our existing partnerships and introduce new supporters to the charity. Plus, we're making strides with establishing our first ever Development Board which will bring together 6-8 influential people who can help us raise our profile and sustainably grow our income base. Our ambition is that the group will help us open doors to potential supporters, instigate fundraising events or campaigns and, over the next 12 months, for the group to collectively help us unlock £150,000 to support our work.

• **Raising our profile**

In 2023-2024, we introduced four new high-profile ambassadors to join the current supporters of the charity and share our work with their audiences. Namely they are:

- **Heather Fisher** – former England Rugby Union and Winter Olympian.
- **Callum Knight** – current e-gamer professional
- **Azeem Amir** – current England blind football player
- **Jo Pavey** – former Olympian and current athletics coach

Building on the first Sports Day event, the second also saw a number of celebrities support our work on the day and widen our exposure to their substantial follower base.

We also embarked on our first partnership with PR-marketing specialists – Run Communications – who have helped us to devise a strategy to enhance our profile and highlight our work in a variety of different ways, to very different audiences. The hope is that we can really demonstrate the impact of our work to bring more influential figures and decision makers towards the charity to help us realise the growth ambitions of the new strategy.

• **Sport England Tier 3 compliance**

As part of our 'System Partner' agreement (2022-2027) with Sport England, we were set a number of benchmarked areas of improvement that the charity can work towards. We welcomed this review as a relatively new organisation and have achieved compliance in several areas since our last annual report. This includes:

- Audit and Nominations Committee's introduced.
- Continued development of Diversity and Inclusion Action Plan and our People Plan.
- Board of Trustee skills matrix and enhanced governance (detailed in the next section)

Governance

Charity registration

The Coach Core Foundation is a Charitable Incorporated Organisation, officially registered with the Charity Commission on the 5th of December 2019 (Charity no. 1186782).

Coach Core is registered to operate throughout England, Wales, Northern Ireland, and Scotland and became an operational organisation on 1st April 2020.

Charitable objects

The objects of the Foundation are for the benefit of the public:

- a) to promote community participation in healthy recreation,
- b) to promote community particularly, but with limitation by, supporting children and young adults to obtain qualifications relating to sports coaching.

Trustees

The charity was established in 2019 with the mandatory three trustees, and this was added to with five further trustee appointments in the summer of 2020. In 2024, we had one founding trustee and two further trustees serve notice to step down and as such a recruitment process was undertaken to identify their replacements and further strengthen the board ahead of the new strategy with two new appointments. The current 2024-2025 Board of Trustees is outlined below.

As per our Constitution, the trustees are responsible for overseeing the management of all the affairs of the Foundation, and delegate day-to-day management of the organisation to the Chief Executive. The trustees make decisions in accordance with the provisions of the Charities Act 2011. The board meets at least four times a year and has a maximum of 12 members at any one time.

'A term' is deemed a three-year period from their confirmation as a formal board member, and each board member may serve three consecutive terms before they must take a break from office (minimum four years between reappointment) or retire from office.

The trustee board, serving across this financial period and up to the date of the signature of the financial statements, are:

Ed Wray (Chair) December 2019.	Stephen Mitchell (SID*) December 2019.	Khaled Amin (Treasurer) July 2024.	Phil Newman (Risk) July 2024.	Andrew Thomas August 2020.
Eboni Usoro- Brown August 2020.	Huw Edwards August 2020	Athos Rushovich July 2024	Haydn Morgan July 2024.	Sian Hill July 2024.

* Senior Independent Trustee

As of 31st March 2024, The Coach Core Foundation employs a total of 13 staff. The Senior management team is as follows:

- **Gary Laybourne, Chief Executive Officer**
- **Claire Webb, Director of Development**
- **Paul Thompson, Director of People and Learning**
- **Amy Fazackerley, National Partnerships Manager**
- **James Burbidge, Digital Marketing Manager**

Registered address Capital Offices (c/o CCF) 124-128 City Rd, London, EC1V 2NJ	Independent Auditor GBJ Chartered Accountants 27 Hatchlands Rd, Redhill, Surrey, RH1 6RW	Principal Bankers Barclays Bank Plc Registered at: 13 Artillery Row, London, SW1P 1RH	Financial services Cadence Accounting (Suite 3, 157 Station Rd E, Oxted RH8 0QE)
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Diversity and inclusion

The Foundation is committed to equality and diversity and to ensuring a positive, safe, and respectful environment which promotes the wellbeing and dignity of our employees, partners, apprentices, suppliers, and those whose interests we represent. We aim to promote equality of opportunity and diversity and to tackle any forms of discrimination, harassment or bullying within our working environment, whether on grounds of race, gender, sexual orientation, gender re-assignment, disability, age, class, religion, or belief.

These principles underpin our professional behaviour and are embedded in our policies, procedures, day-to-day practices, and external relationships. We therefore strive to:

- Ensure a safe and respectful environment that promotes equality of opportunity and works positively and productively with difference.
- Promote behaviours consistent with these values and to challenge and take the necessary steps to eliminate inconsistent behaviours.
- Ensure that our employment policies are fair and robust and that our workforce is representative of the community in which we work.
- Promote personal growth and development, taking account of and building on diversity as a strength and something that requires continual reflection and updating of knowledge.
- Regularly review our policy and practice ensuring this evolves in a proactive and relevant manner.
- Commit to a formal safeguarding and risk trustee within our board members as part of our everyday governance so that we have the required independent expert review, advice and guidance linked to our practice and conduct.
- Ensuring that staff and beneficiaries of our work can report any concerns or incidents if they feel there has been/is a deviation from these principles.

For young people, we remain committed to:

- making the Coach Core offer available to any young person, without discrimination or bias
- providing safe, equitable and positive environments so that they can thrive and progress if successful obtaining a place on the programme,
- taking a zero-tolerance approach to discrimination of any kind whilst on a Coach Core programme,
- taking a proactive approach to integration and education with all our teams.

The Coach Core Foundation Equality and Diversity policy is available on request.

Charity Governance Code

The Foundation is committed to align with the key guidance and recommendations linked to the 7 principles of Charity Governance. A summary of our progress against those aims are as follows:

1. Charity purpose

The board understands the key aims and objectives of the charity and helps provide the best possible guidance so that it can work towards achieving those goals as effectively and sustainably as possible. All other core principles must align with this purpose to create clear ethos, mission, ambitions and governance accordingly.

2. Leadership

The board commits to providing strategic leadership and honest counsel so that the charity can work towards its ultimate purpose.

3. Integrity

The board, and every trustee that makes up this group, act with integrity and promote a culture that is in keeping with assisting the charity achieve its purpose.

4. Risk and control

The board will commit to ensuring there are rounded, well-informed and rigorous decision-making processes. This considers any risk to the charity, its staff, its beneficiaries, and the general public as well as a continual review of the overarching management, processes, protocol, and strategies that govern the charity's operations.

5. Board effectiveness

The board will be made up of a group of vetted and suitable individuals, in line with the charity's purpose, to bring a healthy and effective balance of experiences, knowledge, connections and skills.

6. Diversity

The board will commit to promoting diversity throughout the charity, both in terms of its trustee and staff members, through to its governance of its operations too.

7. Openness and accountability

The board commits to an open and equitable recruitment policy and furthermore will ensure that all decision making, reporting and processes will be always transparent and accountable (unless there is good reason for it not to be at a given time).

A copy of the Coach Core Governance code is available upon request.

Risk and Safeguarding

The safety and safeguarding of The Foundation as a charitable entity and its people (namely staff, trustee board, apprentices, employers, and all other connected individuals), is paramount. We have several safeguarding related policies available for review on our website:

<https://coachcore.org.uk/about-us/safeguarding/>

The Foundation undertakes the following, ongoing responsibilities:

- Ensuring staff and volunteers are carefully recruited and necessary checks are made in line with recruitment and vetting good practice guidelines. Programmes facing staff undergo an enhanced DBS check and minimum Level 1 safeguarding training every 3 years. Non programmes facing staff, trustees board members and contractors undergo a basic DBS check, whilst our position on volunteers will depend on the role they play within the organisation.

- Building a culture of safeguarding best practice across our staff team and wider network. This includes a quarterly risk and safeguarding meeting with staff and ongoing dialogue with employers and our Training Provider, to ensure all parties are clear on their responsibilities.
- Ensuring a minimum of two qualified Designated Safeguarding Leads at any one time within the charity, with these individuals made known publicly. Level 3 DSL refresher training will be carried out at least every 3 years.
- Ensuring employers provide evidence of their safeguarding lead and are advised of the need to conduct DBS checks for their apprentices.
- Ensuring each apprentice undergoes safeguarding training, as part of their apprenticeship. It is requested that they are also shadowed and observed until they complete lead coaching qualifications, as part of the formal, signed employer agreement.
- Keeping abreast of key policy changes via membership/access to key Government, Charity Commission and relevant risk and safeguarding bodies.
- Engaging with key sector safeguarding working groups, to remain relevant to how the above applies to our young people, employers, and the environments in which they work.

Key roles: individuals and roles within the organisation that have safeguarding responsibility:

- The Chief Executive Officer has overall responsibility for all safeguarding matters.
- Designated Safeguarding Leads (DSLs) have the lead responsibility for all safeguarding and protection matters and to escalate concerns to the Chief Executive who, where appropriate, may make referrals to external bodies such as the local authority or the police.
- The DSLs are also responsible for:
 - *Ensuring they, and the wider staff base, conduct themselves in a manner which safeguards and promotes the safeguarding practices at The Foundation*
 - *Ensuring all staff are provided with guidance about safeguarding concerns as required.*
 - *Ensuring all staff are clear on the policies and procedures we employ to vet and protect our beneficiaries, partners and employer teams connected with every Coach Core programme.*
 - *Ensuring that key stakeholders are aware of the Foundation's Whistleblowing policy.*

Programmes staff are responsible for:

- *Undertaking and maintaining training linked to safeguarding and child protection.*
- *Ensuring that all their key stakeholders are aware of how to report safeguarding concerns and to whom.*
- A designated risk and safeguarding trustee is an experienced and qualified individual chosen to be the point of contact for all safeguarding matters and any whistleblowing allegations.

Risk and Safeguarding focus for 2024 - 2025

We have recently updated our organisational Risk Register, based on feedback from all departments. This will be updated regularly and reviewed every quarter, to help identify and mitigate risks to the organisation.

We are continuing to update and develop our policies, to further enhance our operational processes. We will be finalising a range of key policies and action plans over the next 12 months, including our Diversity and Inclusion Action Plan and our Environmental, Social and Governance and Mental Health Policies. We will also be submitting our first set of evidence to the Ann Craft Trust Safeguarding Adults in Sport Framework. This aligns with the expectations set as part of the System Partner-Tier 3 process and will provide further guidance on how to enhance our safeguarding practices.

You can access our Safeguarding policies via: <https://coachcore.org.uk/about-us/governance/>

Data Protection and Information Security

Coach Core employs the services of an external technology company to provide the necessary levels of security and support linked to our data and information. Using a cloud based, secure service we can safely store and protect the critical/sensitive information linked to our governance, operations, and people.

We also:

- 1 – require all staff, volunteers (including trustees), contractors and secondments to sign privacy policies and undergo training linked to how to securely save and share documents and information.
- 2 – agree working practice with a limited number of key partners to protect key data and information, particularly that of our young people.
- 3 – as part of our GDPR policy, we commit to:
 - a) *Providing all individuals with the control over what data we can or can't access.*
 - b) *Safeguarding their information to the very best of our abilities. This includes not collecting any information we do not need and/or not sharing without their consent.*
 - c) *Anonymising and/or deleting that information on a pre-agreed timescale.*

Our Data Impact Manager has already implemented robust policies and procedures to effectively collect, safeguard, and share information gleaned from our programmes.

Our Head of Digital continues to have responsibility for our website and social media channels, each of which has their own dedicated policy and procedures too.

Fundraising Compliance

Coach Core's fundraising team is comprised of a Director of Development who leads the team, and two Fundraising Officers who assist in executing various fundraising activities. Additionally, an independent fundraising trustee who provides expert guidance to the team.

Within the trustee board, two members have donated financially over the last financial year. All trustees sign a 'conflict of interest' declaration to ensure that donations benefit the charity without any personal gain.

To manage donor details securely, Coach Core uses the database Salesforce, ensuring that this information is not shared outside the charity.

In July 2020, Coach Core registered with the Fundraising Regulator to commit to following the Code of Fundraising Practice.

We greatly value the generosity of our supporters and donors that allow the Foundation to carry out its charitable activities. This can be financial, pro bono support and/or via in kind services. However, it is imperative that such support does not contradict or convene our commitment to ethical fundraising practices and so on very rare occasions, we may consider refusing a donation or other involvement with an individual, organisation or activity. Should this occur, we will continue to act with integrity and confidentiality, always seeking to act with the most appropriate response. We will seek to confidentially evidence the rationale behind such a decision should the Foundation ever be required to justify its actions linked to this subject.

To support these conversations, the charity has several policies in place to ensure ethical and effective fundraising. The Ethical Fundraising Policy demonstrates a commitment to comply with laws and charity commission guidance. The Gift Recognition Policy ensures supporters are appropriately acknowledged. The Gift Management Policy outlines responsibilities for writing funding applications as well as capturing the acceptance, management, and reporting of grants to ensure compliance with

funding requirements. The Gift in Kind Policy requires documentation of non-financial donations in the Gifts in Kind register.

There are no complaints, cases or accusations that concern The Foundation in any way linked to fundraising, development or digital malpractice, misconduct, or criminal proceedings at this time. For more information, please contact info@coachcore.org.uk.

Our People

As a charity that strives to better the lives of its young people and elevate the principles of progression through education and mentoring, the Foundation is committed to always developing its staff and volunteers. We believe that individuals should feel challenged, engaged, and supported at all times, on pathway and plan that is right for them.

This includes:

- Formal annual and midpoint reviews with more frequent one-to-ones in place.
- Individual development budget made available each year, with line managers encouraged to cooperatively engage with their staff so that they can be upskilled and progressed in a way that is right for them and the charity.
- Regular all team / department collective workshops on several formal and informal subject matters that are designed to educate, engage, and foster collaborative culture.
- Support ambitions to join groups and boards outside of Coach Core so that they may enjoy additional project working and share their expertise and passion with others.
- Staff surveys and regular opportunities to feed in anonymously about the working conditions at the charity and anything we could or should improve.

Staff have a number of third-party support lines and HR guidance from our contracted partners, Petaurum, to ensure the team are able to confide any professional or personal issues they may be having.

We also take seriously the experience every individual Coach Core apprentice and employer should expect from us. We constantly review and seek to enhance our:

- Communications
- Education offer
- Methods of support and wellbeing services
- Wellbeing services
- Funding available
- Partnerships and how we interact with them.

We continue to work with key partners, such as Sport England, to continually update and enhance our governance and people facing processes to create safer, supportive and happier working environments for all.

Lastly, there is a periodical review of our people focussed policies to ensure they are relevant and fit for purpose. Owners of each policy are assigned by role within the senior management team and any new updates are shared accordingly with the staff and the board.

Financial Review

The level of income raised has increased in the year primarily as a result of a new partnership with CIMPSA to fund the coaches to work with the apprentices to improve employment prospects at the end of the programmes. This has also been a factor in the increase in costs in the year as the coaches were employed. Despite the general cost pressures in the economy the foundation continues to manage day to day expenses in an effective manner. The environment for fundraising remains challenging but progress has been made on several fronts, in particular with recently developed corporate relationships providing additional confidence for future periods.

During the year, Coach Core received the second instalment of the new partnership agreement with Sport England and this funding has been fully applied during the year. The Edward & Catherine Wray Charitable Trust pledged £100,000 which was received after the year end.

Eight apprentice programmes were initiated during the year. Programmes typically run over an eighteen-month period and accordingly provision is made in these accounts for any grants not paid out before the year end. Improved procedures around the timing of grant payments have, along with the reduced uncertainty for apprentices within the programmes, resulted in reduced levels of funds to be recovered from completed programmes at the year end.

The total commitment to grants made in the year was £358,250. The forecast to completion of the programmes is £302,869 and in addition £160 of other grants were made. Refunds of £9,415 were received in respect of grants made in previous years resulting in a total grant expense for the year of £293,614. The grant expenditure from Coach Core represents only a fraction of the total invested in the apprentices as a result of the programmes developed by Coach Core and the total amount of expenditure facilitated by the FY24 grants is expected to exceed £2 million.

Reserves

The policy of the charity is to maintain free reserves at a level to enable the charity to manage an orderly wind down and closure of its activities whilst ensuring that the obligations to staff, contractors and service providers are met and without prejudice to the apprentice programmes.

An exercise was carried out between the Foundation's Chair, Treasurer and CEO to determine the correct financial requirements to close the charity as per the contractual terms of its staff, offices/contractors and to ensure no risk to its beneficiaries. The cost of closure on March 31, 2024, is estimated at £78,000.

As at March 31, 2024 the charity had free reserves of £16,385. As a result of the continuing partnership with Sport England, the recently agreed funding with CIMPSA and commitments from other funders the trustees are of the opinion that the foundation is in a position to meet its commitments for the foreseeable future.

Financial Control

The Chairman and Treasurer review a detailed report of the charity income and expenditure and the position against the approved budget on a monthly basis. This is provided by our third-party accounting organisation, Cadence Accounting.

The Treasurer has access to review the accounts, via our software platform, at any time but is not permitted to make changes. His recommendations may be given to the Chief Executive, The Chair and/or the financial services provider instead.

The financial position of the charity is a fixed agenda item at each quarterly meeting of the trustee board with particular attention given to the status of the free reserves.

Any new programme launches are agreed by the board, and it remains a core principle of the charity to ensure that funding is in place ahead of each programme. This is to ensure that there is no risk to an apprentice/s by the charity not being able to provide the employer grant linked to their contract of employment.

Remuneration and expenses

Remuneration of all employees is considered as a part of the annual budgeting process and as such considered by the board of trustees, with any changes implemented from April 1.

The charity has a detailed expenses policy. Any new starter is provided with a copy of this document and quarterly reviews of its contents are performed by the CEO to ensure it is updated and fit for purpose. This policy is intended for all staff, volunteers, contractors, and Trustee Board.

Any trustee expenses are documented in our audited accounts.

Going Concern

We have an on-going, strong, relationship with our principal funders, and have added a number of significant new funders in the past year. We continue to have a strong relationship with Sport England, with whom a new partnership commenced in April 2022.

The budget for the year to March 2025 has been developed with a continued focus on the environment within which Coach Core operates and contains several areas where expenditure will not be committed until there are sufficient funds in place. This is reviewed monthly.

Considering all factors, the Trustees consider that the level of cash reserves, along with future funding commitments, are sufficient to ensure that Coach Core has adequate resources and funding to continue to operate as normal for the foreseeable future.

Accordingly, the Trustees are satisfied that the accounts can be prepared on a going concern basis.

Statement of Trustees' responsibilities

The trustees are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charity SORP.
- make judgements and estimates that are reasonable and prudent.
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the board of trustees on Monday 7th October and signed on its behalf by:



Edward Wray
Chairman of the Board of Trustees, Coach Core Foundation

Report of the independent auditors to the trustees of Coach Core Foundation

Opinion

We have audited the financial statements of Coach Core Foundation (the 'charity') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2024 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial

statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK). The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We enquired of management concerning the Charity's policies and procedures relating to:

- the identification, evaluation and compliance with laws and regulations;
- the detection and response to the risks of fraud; and
- the establishment of internal controls to mitigate risks related to fraud or non-compliance with laws and regulations.

The Charity is subject to many laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements. We identified the following laws and regulations as the most likely to have a material effect if non-compliance were to

occur; United Kingdom Generally Accepted Accounting Practice, the Charities Act 2011, tax legislation, anti-bribery legislation, GDPR and employment law.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including how fraud might occur, by evaluating management's incentives and opportunities for manipulation of the financial statements. This included the evaluation of the risk of management override of controls. We determined that the principal risks were in relation to:

- journal entries that increased revenues or that reclassified costs from the income statement to the balance sheet
- revenue recognition and the timing of income and grants payable
- potential management bias in determining accounting estimates

It is the audit partner's assessment that the audit team collectively had the appropriate competence and capabilities to identify or recognise non-compliance with laws and regulations.

We obtained an understanding of the Charity's operations, including the nature of its revenue sources, products and services and of its objectives and strategies to understand the classes of transactions, account balances, expected financial statement disclosures and business risks that may result in risks of material misstatement. We also considered the effectiveness of the Charity's control environment to identify and prevent any irregularities and fraud.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

GBJ LLP
Statutory Auditor
Sterling House
27 Hatchlands Road
Redhill
Surrey
RH1 6RW

17th September 2024

COACH CORE FOUNDATION

2023 – 2024 FINANCIAL REPORT



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COACH CORE FOUNDATION

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2024

				2024	2023
		Unrestricted	Restricted	Total	Total
		fund	funds	funds	funds
	Notes	£	£	£	£
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	305,370	685,750	991,120	841,592
Investment income	3	2,199	-	2,199	372
Other income		227	-	227	1,959
Total		307,796	685,750	993,546	843,923
EXPENDITURE ON					
Raising funds	4	91,802	-	91,802	82,881
Charitable activities	5				
Sports and coaching programmes		267,470	570,447	837,917	776,770
Total		359,272	570,447	929,719	859,651
NET INCOME/(EXPENDITURE)		(51,476)	115,303	63,827	(15,728)
RECONCILIATION OF FUNDS					
Total funds brought forward		62,461	114,033	176,494	192,222
TOTAL FUNDS CARRIED FORWARD		10,985	229,336	240,321	176,494

COACH CORE FOUNDATION
BALANCE SHEET - 31 MARCH 2024

				2024	2023
		Unrestricted	Restricted	Total	Total
		fund	funds	funds	funds
	Notes	£	£	£	£
FIXED ASSETS					
Tangible assets	11	-	-	-	1,913
CURRENT ASSETS					
Debtors	12	118,110	-	118,110	123,034
Cash at bank		42,979	229,336	272,315	176,492
		<u>161,089</u>	<u>229,336</u>	<u>390,425</u>	<u>299,526</u>
CREDITORS					
Amounts falling due within one year	13	(150,104)	-	(150,104)	(124,945)
		<u>10,985</u>	<u>229,336</u>	<u>240,321</u>	<u>174,581</u>
NET CURRENT ASSETS					
		<u>10,985</u>	<u>229,336</u>	<u>240,321</u>	<u>176,494</u>
TOTAL ASSETS LESS CURRENT LIABILITIES					
		<u>10,985</u>	<u>229,336</u>	<u>240,321</u>	<u>176,494</u>
NET ASSETS					
		<u>10,985</u>	<u>229,336</u>	<u>240,321</u>	<u>176,494</u>
FUNDS					
	14				
Unrestricted funds				10,985	62,461
Restricted funds				229,336	114,033
TOTAL FUNDS					
				<u>240,321</u>	<u>176,494</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 7th October 2024 and were signed on its behalf by:



E Wray - Trustee

COACH CORE FOUNDATION
CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2024

		2024	2023
	Notes	£	£
Cash flows from operating activities			
Cash generated from operations	I	93,624	3,317
Net cash provided by operating activities		93,624	3,317
Cash flows from investing activities			
Interest received		2,199	372
Net cash provided by investing activities		2,199	372
Change in cash and cash equivalents in the reporting period			
Cash and cash equivalents at the beginning of the reporting period		176,492	172,803
Cash and cash equivalents at the end of the reporting period		272,315	176,492

COACH CORE FOUNDATION
NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2024

I. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024	2023
	£	£
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	63,827	(15,728)
Adjustments for:		
Depreciation charges	1,914	2,784
Interest received	(2,199)	(372)
Decrease/(increase) in debtors	4,924	(61,451)
Increase in creditors	25,158	78,084
Net cash provided by operations	93,624	3,317

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.23	Cash flow	At 31.3.24
	£	£	£
Net cash			
Cash at bank	176,492	95,823	272,315
	<u>176,492</u>	<u>95,823</u>	<u>272,315</u>
Total	176,492	95,823	272,315

COACH CORE FOUNDATION
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

I. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Grants and donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation. Cash donations are recognised on receipt.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Costs of charitable activities include grants made, governance costs and support costs.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

Grants offered subject to conditions which have not been met at the year end date are noted as a commitment but not accrued as expenditure.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	- 33% on cost
Computer equipment	- 33% on cost

Taxation

The charity is exempt from tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024**

1. ACCOUNTING POLICIES - continued

Pension costs and other post-retirement benefits

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

2. DONATIONS AND LEGACIES

	2024	2023
	£	£
Donations and gifts	991,120	841,592

3. INVESTMENT INCOME

	2024	2023
	£	£
Deposit account interest	2,199	372

4. RAISING FUNDS

Raising donations and legacies

	2024	2023
	£	£
Staff costs	91,802	82,881

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Grant funding of activities (see note 6)	Support costs (see note 7)	Totals
	£	£	£	£
Sports and coaching programmes	455,711	293,614	88,592	837,917

COACH CORE FOUNDATION**NOTES TO THE FINANCIAL STATEMENTS - continued****FOR THE YEAR ENDED 31 MARCH 2024****6. GRANTS PAYABLE**

	2024	2023
	£	£
Sports and coaching programmes	293,614	300,480

The total grants paid to institutions during the year was as follows:

	2024	2023
	£	£
Derby	26,000	-
Leicester	54,000	38,250
Tyne & Wear	64,500	-
Manchester	-	42,000
Bristol	37,500	51,850
Leeds	(8,500)	38,000
London	-	38,500
Essex	-	27,336
Middlesbrough	-	61,000
Covid Relief	160	3,504
Birmingham	49,585	-
Sussex	17,735	-
Surrey	33,384	40
Doncaster	19,250	-
	293,614	300,480

During the year under review there was a recovery of £9,415 of underspend grants previously provided from unrestricted funds in the year to March 2023.

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS - continued

FOR THE YEAR ENDED 31 MARCH 2024

7. SUPPORT COSTS

	Governance	
	Management	costs
	£	£
Sports and coaching programmes	64,182	24,410
Support costs, included in the above, are as follows:		
	2024	2023
	Sports and	
	coaching	Total
	programmes	activities
	£	£
Insurance	5,485	3,375
Telephone	3,913	2,629
Advertising	16,498	15,143
Sundries	1,995	682
Office supplies	1,632	1,123
Entertainment	2,876	1,447
Subscriptions	574	525
Travel and subsistence	31,209	17,113
Bank charges	-	112
Auditors' remuneration	9,778	6,000
Accountancy and legal fees	14,632	8,287
	88,592	56,436

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2024 nor for the year ended 31 March 2023.

Trustees' expenses

	2024	2023
	£	£
Trustees' expenses	-	215

COACH CORE FOUNDATION**NOTES TO THE FINANCIAL STATEMENTS - continued****FOR THE YEAR ENDED 31 MARCH 2024****9. STAFF COSTS**

The average monthly number of employees during the year was 7 (2023: 9).

One employee received emoluments exceeding £60,000 (2023: One).

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	368,891	472,701	841,592
Investment income	372	-	372
Other income	1,959	-	1,959
Total	371,222	472,701	843,923
EXPENDITURE ON			
Raising funds	82,881	-	82,881
Charitable activities			
Sports and coaching programmes	243,149	533,621	776,770
Total	326,030	533,621	859,651
NET INCOME/(EXPENDITURE)	45,192	(60,920)	(15,728)
RECONCILIATION OF FUNDS			
Total funds brought forward	17,269	174,953	192,222
TOTAL FUNDS CARRIED FORWARD	62,461	114,033	176,494

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS - continued

FOR THE YEAR ENDED 31 MARCH 2024

11. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Computer equipment £	Totals £
COST			
At 1 April 2023 and 31 March 2024	<u>653</u>	<u>7,700</u>	<u>8,353</u>
DEPRECIATION			
At 1 April 2023	602	5,838	6,440
Charge for year	<u>51</u>	<u>1,862</u>	<u>1,913</u>
At 31 March 2024	<u>653</u>	<u>7,700</u>	<u>8,353</u>
NET BOOK VALUE			
At 31 March 2024	<u>-</u>	<u>-</u>	<u>-</u>
At 31 March 2023	<u>51</u>	<u>1,862</u>	<u>1,913</u>

12. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 £	2023 £
Other debtors	<u>118,110</u>	<u>123,034</u>

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 £	2023 £
Trade creditors	1,095	1,112
Social security and other taxes	9,147	(17)
Other creditors	2,198	2,444
Grants payable	116,361	108,491
Accrued expenses	<u>21,303</u>	<u>12,915</u>
	150,104	124,945

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS - continued

FOR THE YEAR ENDED 31 MARCH 2024

14. MOVEMENT IN FUNDS

	Net movement		
	At 1.4.23	in funds	At 31.3.24
	£	£	£
Unrestricted funds			
General fund	62,461	(51,476)	10,985
Restricted funds			
Sport England	86,116	(65,690)	20,426
Temasek/Sport England Covid Relief	7,414	(160)	7,254
Other	500	5,000	5,500
Sport England 2	3	903	906
Taylor Trust	20,000	(20,000)	-
CIMPISA	-	195,250	195,250
	114,03	115,303	229,336
TOTAL FUNDS	176,494	63,827	240,321

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	307,796	(359,272)	(51,476)
Restricted funds			
Sport England	(1)		
Temasek/Sport England Covid Relief	-		
Other	24,250		
Sport England 2	390,501		
Taylor Trust	-		
CIMPISA	250,000		
Hypatia Trust	21,000		
	685,75	(570,447)	115,303
TOTAL FUNDS	993,546	(929,719)	63,827

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS - continued

FOR THE YEAR ENDED 31 MARCH 2024

14. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	Net movement		
	At 1.4.22	in funds	At 31.3.23
	£	£	£
Unrestricted funds			
General fund	17,269	45,192	62,461
Restricted funds			
Sport England	123,621	(37,505)	86,116
The Royal Foundation	201	(201)	-
Temasek/Sport England Covid Relief	10,918	(3,504)	7,414
Other	40,213	(39,713)	500
Sport England 2	-	3	3
Taylor Trust	-	20,000	20,000
	<u>174,953</u>	<u>(60,920)</u>	<u>114,033</u>
TOTAL FUNDS	<u>192,222</u>	<u>(15,728)</u>	<u>176,494</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	371,222	(326,030)	45,192
Restricted funds			
Sport England	-	(37,505)	(37,505)
The Royal Foundation	1	(202)	(201)
Temasek/Sport England Covid Relief	-	(3,504)	(3,504)
Other	37,700	(77,413)	(39,713)
Sport England 2	415,000	(414,997)	3
Taylor Trust	20,000	-	20,000
	<u>472,701</u>	<u>(533,621)</u>	<u>(60,920)</u>
TOTAL FUNDS	<u>843,923</u>	<u>(859,651)</u>	<u>(15,728)</u>

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS - continued

FOR THE YEAR ENDED 31 MARCH 2024

14. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	Net movement		
	At 1.4.22	in funds	At 31.3.24
	£	£	£
Unrestricted funds			
General fund	17,269	(6,284)	10,985
Restricted funds			
Sport England	123,621	(103,195)	20,426
The Royal Foundation	201	(201)	-
Temasek/Sport England Covid Relief	10,918	(3,664)	7,254
Other	40,213	(34,713)	5,500
Sport England 2	-	906	906
CIMPSA	-	195,250	195,250
	<u>174,953</u>	<u>54,383</u>	<u>229,336</u>
TOTAL FUNDS	<u>192,222</u>	<u>48,099</u>	<u>240,321</u>

A current year 12 months and prior year 12 months combined net movement in funds, included above as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	679,018	(685,302)	(6,284)
Restricted funds			
Sport England	(1)	(103,194)	(103,195)
The Royal Foundation	1	(202)	(201)
Temasek/Sport England Covid Relief	-	(3,664)	(3,664)
Other	61,950	(96,663)	(34,713)
Sport England 2	805,501	(804,595)	906
Taylor Trust	20,000	(20,000)	-
CIMPSA	250,000	(54,750)	195,250
Hypatia Trust	21,000	(21,000)	-
	<u>1,158,451</u>	<u>(1,104,068)</u>	<u>54,383</u>
TOTAL FUNDS	<u>1,837,469</u>	<u>(1,789,370)</u>	<u>48,099</u>

During the year the charity received the second instalment of a five year programme with Sport England (Sport England 2). A new partnership with CIMPSA commenced in the year. CIMPSA has provided funding for the provision of employment coaches to provide support for apprentices into long term. The allocation of the Sport England 2 funding is shown in Note 16.

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS - continued

FOR THE YEAR ENDED 31 MARCH 2024

15. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2024.

16. SPORT ENGLAND GRANT ALLOCATION

	2024
	£
Direct grant	<u>193,411</u>
SMT staff	27,995
Development staff	36,983
Digital staff	19,669
Impact staff	4,238
Programme staff	48,870
On costs and expenses	<u>12,475</u>
	150,230
Office costs	15,146
Digital costs	12,749
Events	-
Development & fundraising	804
Travel & subsistence	10,670
Kit & equipment	414
Education & licence fee	4,738
Training	-
Consultancy & partnership	<u>1,436</u>
	45,956
	<u>389,596</u>
Total	<u>389,596</u>
	<u>390,500</u>
Total grant	<u>390,500</u>
	<u>904</u>
Balance carried forward	<u>904</u>

COACH CORE FOUNDATION
DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2024

	2024	2023
	£	£
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations and gifts	991,120	841,592
Investment income		
Deposit account interest	2,199	372
Other income		
Gift aid receivable	227	1,959
Total incoming resources	993,546	843,923
EXPENDITURE		
Raising donations and legacies		
Wages	83,425	74,562
Social security	5,874	5,818
Pensions	2,503	2,501
	91,802	82,881
Charitable activities		
Trustees' expenses	-	215
Wages	324,705	267,911
Social security	31,442	27,596
Pensions	10,082	8,577
Sub contractors	20,430	19,500
Rent	18,000	28,800
Event cost	29,626	29,728
Training and welfare	9,052	16,012
Computer and software	5,559	10,658
Kit costs	414	4,527
Development fees	4,487	3,546
Fixtures and fittings	1,914	2,784
Grants to institutions	293,614	300,480
	749,325	720,334
Support costs		
Management		
Insurance	5,485	3,375
Telephone	3,913	2,629
Advertising	16,498	15,143
Sundries	1,995	682
Office supplies	1,632	1,123
Carried forward	29,523	22,952

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2024

	2024	2023
	£	£
Management		
Brought forward	29,523	22,952
Entertainment	2,876	1,447
Subscriptions	574	525
Travel and subsistence	31,209	17,113
	64,182	42,037
Finance		
Bank charges	-	112
Governance costs		
Auditors' remuneration	9,778	6,000
Accountancy and legal fees	14,632	8,287
	24,410	14,287
Total resources expended	929,719	859,651
Net income/(expenditure)	63,827	(15,728)

--- ENDS ---

Accounts



The Coach Core Foundation

Annual Report 2022 - 2023

**Report of the trustees and financial statements for the year ended
31st March 2023. Audited by GBJ LLP.**

UK Charity Number: 1186782

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Trustees statement

The Trustees present their annual report and financial statements for the period ended 31/03/2023.

The accounts have been prepared in accordance with the accounting policies set out in the constitution, the Charities Act 2011, and in line with the 'Statement of Recommended Practice' applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The Trustees have referred to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. These objectives fall under the purposes defined by the Charities Act 2011.

The Charity was registered with the Charity Commission on 5th December 2019 and these financial statements encompass our third year of audited accounts. All accounts from inception can be found on our website: <https://coachcore.org.uk/about-us/annual-reports-and-accounts/>

Introducing Coach Core

Coach Core is a social mobility charity that uses sport and Apprenticeships to profoundly change the lives and prospects of young adults living and working in challenging areas. Since we launched in 2012, we have provided apprenticeships for **791 young people**, worked with over **200 sports for change employers**, and those inspiring young role models have then delivered an estimated **855,320 coaching sessions** to **11.97 million coaching participants** over the past decade!

We use Level 2 and Level 3 Apprenticeships to allow an accessible way for disadvantaged 16 to 25-year-olds to bridge the gap back into full time employment and education.

Rather than traditional short-term interventions, we train and develop our young people over the course of 12-18 months, placing equal emphasis on mentoring and personal support, as well as their professional development, given the additional challenges they may need to overcome.

We train our apprentices as community sports coaches so they can:

- a) Enter a sector (sport for development/coaching) they feel passionate about, allowing them to grow in an environment that involves blended learning and peer support throughout,
- b) Become local role models that positively impact and influence their wider communities through the coaching and physical activity they provide,
- c) gain meaningful qualifications, experiences and transferable skills that will allow them to truly enhance their future life chances, in a career journey that is right for them (even if that becomes a pathway that is out of the sport for development/coaching sector).

Our mission is to convene and enable powerful employment partnerships to provide accessible, life changing opportunities. Unlike the traditional approach to Apprenticeships, we combine a number of employers, training providers, and connected services to form powerful local, collaborative networks that ultimately lead to more opportunities, for all parties, for the long term.

Our values	Advocates: We offer a staff team who are passionate about our work and strive to always be a voice for our apprentices.
	Enablers: Everything we achieve is through partnership building and working, both inside and outside the sector
	Trustworthy: We strive for open and transparent environments, reporting, and communications at all times.
	Inclusive: We proactively target and support those who need the opportunity most.
	Aspirational: We champion the power of young people and Apprenticeships and will continually seek to enhance our offer

Charity reflections for 2022 - 2023

The Coach Core team and board of trustees will look back on these 12 months as arguably the most important, and the most successful period in our ten years. Despite a challenging recruitment and cost of living crisis, we were able to continue the growth of the charity in several ways, not least:

- The 'Coach Core 10' event in October 2022 that saw their Royal Highnesses, the Prince and Princess of Wales join a number of celebrities and apprentices, past and present, to celebrate a decade of Coach Core.
- We increased income from £279,787 in FY22 to £843,923 in the year to March 2023. This includes the first year of a new partnership with Sport England and also includes five new corporate partnerships, an increase to 82 individual donors from 73 the year before and several new initiatives and campaigns we hope to build on in 2023-24.
- This FY23 fundraising period supported the launch of:
 - 13 new programmes with 107 apprentices starting their journey on Coach Core.
 - We supported a total of 51 different employers, 53% of which were employing their first ever Coach Core apprentice.
 - 41% of our apprentices came from the Top 30% areas of deprivation in the UK and a third of all new apprentices identified as female.
- During the same period, 99 apprentices graduated from Coach Core [that had started in FY22], which represented a success rate of 69% from those that started, and of those that graduated:
 - 81% went into full time education / employment after the programme.
 - 21% gained distinctions; the highest quality mark you can be awarded on the qualification.
- We deem 'the ripple effect' as the coaching audience that our apprentices can work with across the term of their Apprenticeship. This is largely to primary school aged children in their local community but can extend to young adults through to the elderly, and across a variety of sports and physical activities. During the FY23 period the 206 total apprentices led or assisted an estimated 90,864 coaching sessions to approximately 1.27 million participants.
- The team was reshaped to introduce a formal Senior Management Team (SMT) to ensure better functionality and efficiency across the charity but also support the growth and pathways for colleagues currently and for the future. We also saw the team itself grow from 7 members to 10 entering FY24.

The appointment of a dedicated Social Media Officer enabled us to reach not just more people, but also launch new platforms and digital campaigns to better target our intended audience. We launched on TikTok - a social media platform with a young audience - in order to connect with potential and current apprentices and now have 25,500 views of our videos on there. Across all social media platforms, we've increased our number of followers by 16%, the amount of content we post by 14% and the engagement on those posts by 0.77%.

- We strengthened our reputation by winning some high-profile awards last year, not least the 'Apprenticeship Programme of the Year' at the 2023 Learning Awards and the 'Apprenticeship Equality, Diversity and Inclusion Provider' at the 2023 FE Week and AELP AAC Apprenticeship Awards. We also held the sixth annual Coach Core Awards which celebrated the achievements of our apprentices, employers, learning coaches and the unsung heroes of our programmes.

Our objectives: 2021 – 2024

In Spring 2021, Coach Core launched its first ever strategy. The consultation period included the voice of our young people, our employers, partners, trustee board and staff team to ensure we formed an ethos, mission, values set, and charity targets that were clear and agreed by all.

As we prepare to enter the final year of that strategy, whilst we have shaped and refined some of our targets based on the changing climate and feedback from our beneficiaries, we are proud that the underpinning ethics, framework, and overarching goals continue to drive the charity forwards.

- 1) We will use the long-term power of sport and Apprenticeships to continue changing the lives of young adults who traditionally may experience barriers, discrimination, and lack of opportunities.
- 2) We will continue to create a powerful, measurable ripple effect of positive change in challenging communities, through high quality sport/physical activity delivery by relatable young role models.
- 3) We will build even greater collaborative networks of the right employers and supporting partners to drive true change and impact for all.
- 4) We will manage and protect the charity and its beneficiaries through the best possible governance, fundraising strategies and by continuing to elevate our profile.
- 5) We will continue to build a team and board of diverse backgrounds and opinions.

The ultimate ambition is always to support a young person to gain unparalleled qualifications, experiences, and networking opportunities that they can then take onto the next stage of their career pathway whilst also leaving a lasting legacy on the people around them.

For more information on our history, our operations, and charitable ambitions, please visit www.coachcore.co.uk/about-us

Our strategy summary – Year 2

Established in Spring 2021, the Coach Core Foundation strategy published the 5 key pillars, and 10 targets therein, that we collectively felt were the areas of growth and improvement we could make as a charity. As mentioned above, these were established by extensively surveying our staff, our trustee board, our partners, and our young people.

After completing the first full year of our strategy, we surveyed our programmes and our staff to check that our targets and ambitions were both fit for purpose and still challenged us in the right ways given the societal climate had shifted so dramatically once more in 2021-22.

Our annual report for FY22 detailed where we had adjusted our strategy targets and those that remained. A summary of those targets and our progress is as follows:

Target Pillar	Target #1	Target #2
#1 OUR SITES	To grow from 150 to 200 employers in the next 3 years.	To grow from 15 UK sites to 20 during this time.
Status	Target attained: We have now reached 220 unique employers that have employed at least one Coach Core apprentice. We will continue to add to this across FY24.	Target amended: Our revised target became the number of apprentices supported and programmes launched versus purely geographical growth. The priority therefore shifts to Target #3 total apprentice numbers, and we can confirm that there have been 64 total programmes across the UK since 2012. However, for transparency, we have now established programmes in 18 UK locations (<i>London, Glasgow, South Wales, Nottingham, Essex, Manchester, Birmingham, South Devon, Middlesbrough, Bristol, Derbyshire, Tyne and Wear, Berkshire, Leicestershire, Surrey, Sussex, Leeds, Doncaster</i>) plus a National Level 3 programme with England Boxing that operates in multiple locations.
#2 OUR SUPPORT	15% increase in funding diversity	Re-establish a success rate of 90%+ by 2024.
Status	Target amended: we are on track, but we have provided greater clarity on this to challenge ourselves to grow our total annual income by 15% each year and the total number of funders by 15% too. In FY23 we have grown our income from £279,787 to £843,923 and our total number of donors has risen from 73 to 82 (20.5%). In FY22 we introduced the first specific fundraising strategy, and this has clearly yielded extremely positive results across the last 2 years. Building on the boosted profile we gained from the Coach Core 10 event highlighted previously, and an enhanced development team entering FY24, we will continue to challenge the growth and diversity of funding into the charity.	Target remains: We deem 'success' as our apprentices progressing into a formal, positive exit route that is right for them. With our model that focusses on mentoring and individual learner support, this was always way above national average despite us proactively targeting those that needed the opportunity most. The impact of Covid19 took us from previous highs of over 90% success rate down to the current rate of 73% over the last 2 years. However, despite the optimism post pandemic, the escalating cost of living challenge and difficult recruitment climate means this target is only getting tougher. We had 99 apprentices graduate from the programme during the FY23 period. This represents a success rate of 69% versus the number of total starters. The data tells us that it is hard to recruit and retain in a sector that does not pay salaries as high as other industries and/or the impact to things such as public benefits [by taking employment] present a real challenge for the U25's workforce. We will be focussing significant efforts to address this in the upcoming year and will continue to report transparently against our original target goal.

#3 OUR APPRENTICES	To have supported a minimum of 1,000 total learners by 2024	Attaining a 50% target for underrepresented groups over the next 3 years
Status	Target remains: At present we have supported 791 apprentices since 2012. Whilst we are extremely proud of this, as per the target update above, the recruitment climate remains extremely challenging for the upcoming year. If we are to attain our strategic target and find employment for at least 131 more young people, it will take significant intervention and investment. However, this strategic approach has already begun so we will endeavour to meet this strategic priority in FY24.	Target amended: Last year, we revised this target as we felt the original target was too overarching and not explicit enough to: - differentiate the different socio-economic groups with enough clarity - challenge ourselves to drive greater opportunities for these different audiences versus the national averages per group. As a result, we published our new targets: Female apprentices – target of 50% of our total learners. Currently we are operating with 34% success rate, a small gain on FY22. Non-White British – target of 1 in 3 learners. This has dropped to 17% which is a real concern for the team. We are driving new partnerships that can support greater pipeline of non-White British young people. Areas of Deprivation – target of 50% of our learners living in the Top 30% UK areas of deprivation. Improving to 41% for FY23. Disabilities – target of 25% of our learners have support needs in one or more listed categories. Currently at 16%, this is a 4% drop on FY22. We already have a strategic project in place to improve this. Carer/Parental status has not been tracked previously and will be for FY24. - In line with our Social Mobility mission, we are now tracking those that disclose their parental socio-economic status to show any ingrained employment/education barriers in their family history. This first year data set has been extremely insightful and whilst we want to continue to refine the collection model, the initial summary findings are as follows: 83% of our apprentices attended state school. 1 in 3 had parents in lower professional employment [if any] when they were 14. - Over half our apprentices reported neither of their parents went to university. 41% were eligible for free school meals. As per all targets above, we continue to partner with increasing numbers of charity partners, youth services and other critical organisations that can support us to enhance our ways of working and bring diverse new talent into the workplace/education.

#4 THE COMMUNITY	To reach a total of 150,000 coaching sessions enabled/led by our apprentices since 2012.	To have provided sport and physical activity to 2.5 million beneficiaries in the community since 2012.
Status	Target amended: in September 2022, we contracted the Sport and Recreation Alliance (SRA) to lead our data and insight work. After a period reviewing our methodology and tool kit, it was revealed that we had been significantly underestimating the 'ripple effect' our apprentice coaches had been having due to: a) we only formally collected this data from employers in January 2016. b) employer reporting consistency was mixed and prone to inaccuracies. It was then proposed we moved to more projected calculations based on: 1) establishing a given apprentice start and end date, and how many actual working weeks they undertook during that period. 2) multiplying an estimated 20 hours per week of coaching [of their 30 hours per week contract] and that in each hour-long session there is a national average of 14 participants in each group (as calculated by UK Coaching). The results were staggering (for the period July 2012 to and including March 2023): - Coaching sessions: previous statistics at 168,029 to now projected 855,320. - Total number of participants in those sessions: from 2.84m to 11.97m!	
#5 OUR INSIGHTS	To accurately measure and evidence the Coach Core social return on investment (SROI)	To introduce a formal Coach Core Youth Board
Status	Target remains – we have always placed high importance on data and impact collection, but over the last 12 months, we wanted to take stock and look at how we could enhance our ways of working linked to SROI. This included: a) Surveying our apprentices/employers to gain their feedback on the reports and data we collect from them. This resulted in an understanding that we have too many reports that have too much duplication, so engagement from users was not effective as a result. We will focus on improving this in FY24. b) Alongside the social mobility data processing (Target #3), we have worked with the SRA to introduce and evaluate a sector wide evaluation tool linked to wellbeing and the economic value. This has been very insightful, and we will continue to use and refine this in FY24. c) Coach Core have been selected for the 2023 Morgan Stanley Charity Strategy Challenge. They will research our target audience and recruitment practice, backdrop this against the wider national picture and make key recommendations. We are sure these findings will have a critical bearing on future strategy.	
	Target attained: The Coach Core Youth Board was launched in the first year of our strategy with a goal to: A) Gain insight, feedback, and innovation from young people. B) Have a vehicle to continue supporting and developing young people outside of our apprenticeship programmes. C) Develop and provide third sector trustees for the future given under 25's represents less than 0.5% of all UK charity trustees. Our first group had a broad spectrum of social make up and geographic spread that led to a very successful pilot year achieving the above. We took time to take the learning from that first 12 months and enhance it accordingly. As of Spring 2023, we will be relaunching a Youth Panel that now has mandatory involvement from each of our programmes, as well as the core element of a volunteer board that builds on the above. It is expected that we will continue to enhance our youth panel internally and how it is positioned externally for the foreseeable future.	

Our performance in context

Recent Government figures show that spending on degree level apprenticeships has moved from £44m in 2017/18 to £506m in 2021/22.

Whilst Coach Core will always celebrate increases of all apprenticeships and work-based learning pathways, this advancement of Level 4 and above apprenticeships has come at a cost to those using or relying on entry level, Level 2 or 3 apprenticeships.

This uptake in Level 4 and above spending has been attributed to:

- a) employers looking to increasingly develop only their existing staff [ergo not open new opportunities to junior level staff]
- b) employers not wishing to lose levy contributions needlessly so using the greater value cost of higher learning apprenticeships versus multiples of entry level apprenticeship course costs.
- c) greater numbers of young people feeling the escalating squeeze of university costs / the cost of living and deciding they wish to take the apprenticeship route instead.

Whilst there is nothing overtly negative or untoward in the above, it does mean that any employer opportunities that do present themselves now tend to request a higher-level candidate, thus typically ruling out anyone who has barriers to gaining employment/education.

Indeed, when you look at the same 5-year period, level 2 apprenticeship starts have dropped by 53% and many courses have been dissolved altogether. When combined with the escalating cost of living crisis affecting those facing disadvantage or barriers to long term prosperity, it makes for an increasingly challenging climate in which Coach Core proactively operates.

As per strategy pillar #3, we have seen a decline in some of the target groups we seek to support, most notably, the number of Non-White British learners we saw enter the programme in 2022-2023. Whilst we acknowledge the wider rationale as to why this might be, we have committed to trying to address this in 2023-2024 by:

- a) Investing in 'Employment Coaches'; in November 2022, we employed the first of what we see is a critical, 'on the ground' local expert who serves as the key individual that links local employers, education establishments and local support services to proactively find the right young talent. In 2023, we are committed to introducing a further two Employment Coaches (and a coordinator) with geographical regions of responsibility.
- b) Enhance the National Partnerships Manager role so that there is further investment and capacity given to driving formal relationships and project working with organisations that can help us find and support even greater diverse talent pools.
- c) Review and enhance our digital marketing offer to both further broaden our general profile raising and drive more targeted messaging to reach our strategic groups.

We will continue to report and update against these targets on the strategy page of our website:

<https://coachcore.org.uk/about-us/our-strategy/>

Our operations: 1st April 2022 to 31st March 2023

As per strategy pillar #1, we launched and completed the following programmes:

New programme launches (all level 2 unless indicated)

Programme	Employers	Start numbers	Leavers
Bristol	6	15	4
British Cycling L2 + L3	1	2	0
Doncaster	1	5	1
England Boxing	1	8	1
Essex	7	16	5
Leeds	5	8	2
Leicestershire	5	6	2
London	8	12	2
Manchester	7	13	2
Middlesbrough	4	16	1
National L3 pilots	2	1	0
Surrey	1	1	0
Sussex	3	4	0
TOTALS	50	107	19%

Completed programmes (all level 2 unless indicated)

Programme	Apprentice starts	Graduated	Distinction
Birmingham 2021	6	5	3
Bristol 2020	11	11	4
South Wales 2021	9	9	2
Doncaster 2021	1	1	0
Essex 2021	10	9	5
Leeds 2020	8	7	2
Leicestershire 2020	2	2	1
Leicestershire 2022	3	3	2
London 2021	10	2	0
Middlesbrough 2021	17	10	4
National L3 pilots	2	2	1
Tyne and Wear L2	12	12	2
Tyne and Wear L3	4	4	4
Surrey	2	2	0
Sussex	2	2	0
TOTALS	99	81	30

Benchmarking – taken from the latest DfE annual achievement, pass, and retention rates (2021/2022).

- 9% increase on Apprenticeship starts but Intermediate starts (L2 and L3) were still exceptionally low compared to pre-Covid numbers (143,600 in 2018/2019 and 91,500 in 2021/2022).

In FY22, Coach Core launched 5 new programmes for 52 apprentices, so we have clearly gone against the national decline in the last 12 months by doubling our impact to establish 13 new programmes with 107 apprentices. Indeed, it is the first time since pre-Covid that we have been able to support over 100 apprentices in each 12-month period with 109 supported in FY20.

- *Three quarters of all apprenticeships starts were at advanced or higher level. 60% of apprenticeship starts in 2014/2015 were at Intermediate versus 26% currently.*

We will continue to purposely remove barriers to education and employment by offering solely level 2 and 3 apprenticeships.

- *Linked to some of our target groups; of all UK apprenticeship starts:*
 - *48.8% identified as female, 12% were learners with learning and/or listed disabilities, 13.1% were from Black, Asian and Minority Ethnic origin.*

As per Target#3, we are proactively working to improve our female apprentice rate from 34% currently to 50%. However, of all our current learners, 16% have a disability and 17% are non-White British so we are above national average in this regard but want to markedly improve both groups to ensure the opportunity is reaching those that need it most.

- *Overall achievement rate for Apprenticeships = 57.7%, and 51.8% for standards.*
- *Intermediate success rate has reduced from 64.2% to 58.0% in 2020/21*
- *Leisure, Travel and Tourism sector total apprenticeship success rate sits at 64.5%.*

Operating at a current success rate of 73%, the Coach Core model clearly works and is having positive impact despite the current challenging climate for our target audience. However, we remain committed to the strategic targets we feel govern and challenge us as we enter the final year of our strategy and feel confident, we can improve upon this across FY24.

Future prospects

- **Overarching**

The staff team, and the board of trustees, remain focussed on delivering the final year of our strategy as outlined previously. There is a general feeling that the charity is in a strong position linked to fundraising, capacity, and the learning from our first three years, but that there are still several things we want to strengthen and improve upon as we start to look towards the future.

- **Fundraising summary**

As referenced previously, we have seen significant growth in both the total income and the breadth of supporters throughout FY23. Thanks to the second year of our development strategy and the profile of the Coach Core 10-year celebration event, we have been able to establish even greater links and opportunities than ever before.

We are committed to strengthening our existing supporter partnerships through an even greater number of outreach events, challenge opportunities and further colleague engagement. We also hope to establish our first ever, formal development board to extend our network and spotlight our work through even greater apprentice story telling online and in person.

In May 2023, we also launch our first ever fundraiser event - the Coach Core Sports Day. This takes a traditional corporate sporting fundraiser but places greater emphasis on team building, networking, and learning about our work via the apprentice coaches who will support them throughout the day. It is hoped that this inaugural event sets the foundation for future annual fundraisers from 2024 where we can generate both strong income via participation fees and fundraising on the day, as well as continuing to develop current and new partnerships too.

With a settled fundraising team in place, it is also hoped that the volume of Trust and Foundation applications will significantly lift in FY24, and we can also revisit the Major Donor strategy to continue to diversify our funding portfolio.

- **Sport England Tier 3 compliance**

As part of our 'System Partner' agreement (2022-2027) with Sport England, the level of funding granted now incurs an even greater stringent governance process. As a growing charity, we welcome this detailed process and have already begun the compliance checks that will ultimately strengthen the risk management and governance of the organisation for the future.

- **2024> strategy**

From summer 2023, we will once again consult with key internal and external stakeholders to determine:

- a) Are the ethos, mission, and values of the charity still fit for purpose as we reach a crucial juncture for the organisation?
- b) Do we continue to strengthen our existing operational approach, or should we start to explore new ways of working, perhaps in new sectors too?
- c) Is Coach Core informing and influencing opinions and/or are we giving our target audience the best possible representative voice?

This will be made available on our website and advertised on all our social channels once finalised.

Governance

Charity registration

The Coach Core Foundation is a Charitable Incorporated Organisation, officially registered with the Charity Commission on the 5th of December 2019 (Charity no. 1186782).

Coach Core is registered to operate throughout England, Wales, Northern Ireland, and Scotland and became an operational organisation on 1st April 2020.

Charitable objects

The objects of the Foundation are for the benefit of the public:

- a) to promote community participation in healthy recreation,
- b) to promote community particularly, but with limitation by, supporting children and young adults to obtain qualifications relating to sports coaching.

Trustees

The charity was established in 2019 with the mandatory three trustees, and this was added to with five further trustee appointments in the summer of 2020.

As per our Constitution, the trustees are responsible for overseeing the management of all the affairs of the Coach Core Foundation, and delegate day-to-day management of the organisation to the Chief Executive. The trustees make decisions in accordance with the provisions of the Charities Act 2011. The board meets at least four times a year and has a maximum of 12 members at any one time.

'A term' is deemed a three-year period from their confirmation as a formal board member, and each board member may serve three consecutive terms before they must take a break from office (minimum four years between reappointment) or retire from office.

The trustee board, serving across this financial period and up to the date of the signature of the financial statements, are:

Ed Wray (Chairman) December 2019 Second term	Heather Frankham December 2019 Second term	Stephen Mitchell December 2019 Second term	Dermot Heffernan (Treasurer) August 2020 First term
Huw Edwards August 2020 First term	Andrew Thomas August 2020 First term	Eboni Usoro-Brown August 2020 First term	Victoria Wickenden (Safeguarding) August 2020 First term

Senior management team:

- Gary Laybourne, Chief Executive Officer
- Claire Webb, Director of Development
- Paul Thompson, Director of People and Learning
- Amy Fazackerley, National Partnerships Manager
- James Burbidge, Digital Marketing Manager

As of 31st March 2023, The Coach Core Foundation employs a total of 10 staff.

Registered address The Oval Cricket Ground, Kennington Oval, London SE11 5SS.	Independent Auditor GBJ Chartered Accountants 27 Hatchlands Rd, Redhill, Surrey, RH1 6RW	Principal Bankers Barclays Bank Plc Registered at: 13 Artillery Row, London SW1P 1RH
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Our financial services are provided by a third party independent company, Cadence Accounting (Suite 3, 157 Station Rd E, Oxted RH8 0QE)

Diversity and inclusion

The Foundation is committed to equality and diversity and to ensuring a positive, safe, and respectful environment which promotes the wellbeing and dignity of our employees, partners, suppliers, and those whose interests we represent. We aim to promote equality of opportunity and diversity and to tackle any forms of discrimination, harassment or bullying within our working environment, whether on grounds of race, gender, sexual orientation, gender re-assignment, disability, age, class, religion, or belief.

These principles underpin our professional behaviour and are embedded in our policies, procedures, day-to-day practices, and external relationships. We therefore strive to:

- Ensure a safe and respectful environment that promotes equality of opportunity and works positively and productively with difference.
- Promote behaviours consistent with these values and to challenge and take the necessary steps to eliminate inconsistent behaviours.
- Ensure that our employment policies are fair and robust and that our workforce is representative of the community in which we work.
- Promote personal growth and development, taking account of and building on diversity as a strength and something that requires continual reflection and updating of knowledge.
- Regularly review our policy and practice ensuring this evolves in a proactive and relevant manner.
- Commit to a formal safeguarding and risk trustee within our board members as part of our everyday governance so that we have the required independent expert review, advice and guidance linked to our practice and conduct.
- Ensuring that staff and beneficiaries of our work can report any concerns or incidents if they feel there has been/is a deviation from these principles.

For young people, we remain committed to:

- making the Coach Core offer available to any young person to the very best of our abilities,
- providing safe, equitable and positive environments so that they might thrive and progress if successful obtaining a place on the programme,
- taking a zero-tolerance approach to discrimination of any kind whilst on a Coach Core programme,
- taking a proactive approach to integration and education with all our teams.

The Coach Core Foundation Equality and Diversity policy is available on request.

Charity Governance Code

The Foundation is committed to align with the key guidance and recommendations linked to the 7 principles of Charity Governance. A summary of our progress against those aims are as follows:

1. Charity purpose

The board understands the key aims and objectives of the charity and helps provide the best possible guidance so that it can work towards achieving those goals as effectively and sustainably as possible. All other core principles must align with this purpose to create clear ethos, mission, ambitions and governance accordingly.

2. Leadership

The board commits to providing strategic leadership and honest counsel so that the charity can work towards its ultimate purpose.

3. Integrity

The board, and every trustee that makes up this group, act with integrity and promote a culture that is in keeping with assisting the charity achieve its purpose.

4. Risk and control

The board will commit to ensuring there are rounded, well-informed and rigorous decision-making processes. This considers any risk to the charity, its staff, its beneficiaries, and the general public as well as a continual review of the overarching management, processes, protocol, and strategies that govern the charity's operations.

5. Board effectiveness

The board will be made up of a group of vetted and suitable individuals, in line with the charity's purpose, to bring a healthy and effective balance of experiences, knowledge, connections and skills.

6. Diversity

The board will commit to promoting diversity throughout the charity, both in terms of its trustee and staff members, through to its governance of its operations too.

7. Openness and accountability

The board commits to an open and equitable recruitment policy and furthermore will ensure that all decision making, reporting and processes will be always transparent and accountable (unless there is good reason for it not to be at a given time).

A copy of the Coach Core Governance code is available upon request.

Safeguarding

The safety and safeguarding of The Foundation as a charitable entity and its people (namely staff, trustee board, apprentices, employers, and all other connected individuals), is paramount. We have several safeguarding related policies available for review on our website (view [HERE](#)).

Screening and training: the Foundation undertakes the following, ongoing responsibilities:

- We will ensure staff and volunteers are carefully recruited and necessary checks are made in line with recruitment and vetting good practice guidelines. This includes:
 - *Employed staff: undergo annual enhanced DBS check and safeguarding training every 3 years.*
 - *Trustee board members, contractors, volunteers: undergo a basic DBS check.*
 - *There will be two qualified Designated Safeguarding Leads at any one time within the charity with these individuals made known publicly. Refresher training will be carried out at least every 3 years.*

- We are committed to working with stakeholders and the relevant authorities in which the Foundation initiatives and programmes are run and attended, especially if there are perceived risks or concerns about staff, contractors, or volunteers.
- In order to access funding and work with Coach Core; all employers must provide evidence of their safeguarding policy and what training and DBS checks their staff have undertaken.
- Each apprentice will undergo safeguarding training before being permitted to undergo any coaching activities. It is requested that they are also shadowed and observed until their lead coaching qualifications are attained as part of the formal, signed employer agreement.
- The Foundation has membership/access to key Government, Charity Commission and relevant risk and safeguarding bodies so that we can remain updated on key policy changes. We also engage with key sector safeguarding working groups to remain relevant to how the above applies to our young people, employers, and the environments in which they work.

Key roles: individuals and roles within the organisation that have Safeguarding responsibility:

- The Chief Executive Officer has overall responsibility for all safeguarding matters.
- Designated Safeguarding Leads (x2) have the lead responsibility for all safeguarding and protection matters in their programmes and to escalate concerns to the Chief Executive who, where appropriate, may make referrals to external bodies such as the local authority or the police.
- Programmes Staff are responsible for:
 - Undertaken and maintaining training linked to safeguarding and child protection.
 - Ensuring that all are aware of how to report safeguarding concerns and to whom.
 - Ensuring that all are aware of the Foundation's Whistleblowing policy.
 - Ensuring that all are aware that they must conduct themselves in a manner which safeguards and promotes the safeguarding practices at The Foundation
 - Ensuring all staff are provided with guidance about safeguarding concerns as required.
 - Are clear on the policies and procedures we employ to vet and protect our beneficiaries, partners and employer teams connected with every Coach Core programme.
- A designated safeguarding trustee is an experienced and qualified individual chosen to be the point of contact for all safeguarding matters and any whistleblowing allegations.

Safeguarding focus for 2023 - 2024

As per the commitment above, the charity continues to operate with two qualified Designated Safeguarding Leads, both of whom renewed their training in early 2023.

A significant review of the charity's policies and procedures was undertaken in 2021-22 and over the last 12 months, we have:

- a) Embedded the culture of safeguarding by continuing to lead quarterly team workshops [staff and trustees] that explore pertinent updates and key focus topics.
- b) Create greater clarity on responsibility and accountability within our programmes, and streamline/better advertise the process as to how someone can report an issue.
- c) Gained greater buy in from our Learning Coaches by running training days that build on all the above.

As the charity reaches its third year, and building on the review the year before, we have now built a dashboard that identifies the critical policies and documents that require minimum annual review, those that should be reviewed every 2-3 years and those that should be reviewed every 3-5 years. We will now prioritise the critical list, adding or updating the policies required accordingly.

This also dovetails with the expectations set as part of the System Partner-Tier 3 process mentioned in the Future Prospects section previously.

You can access our Safeguarding policies via: <https://coachcore.org.uk/about-us/governance/>

Data Protection and Information Security

Coach Core employs the services of an external technology company to provide the necessary levels of security and support linked to our data and information. Using a cloud based, secure service we can safely store and protect the critical/sensitive information linked to our governance, operations, and people.

We also:

- 1 – require all staff, volunteers (including trustees), contractors and secondments to sign privacy policies and undergo training linked to how to securely save and share documents and information.
- 2 – agree working practice with a limited number of key partners to protect key data and information, particularly that of our young people.
- 3 – as part of our GDPR policy, we commit to:
 - a) *Providing all individuals with the control over what data we can or can't access.*
 - b) *Safeguarding their information to the very best of our abilities. This includes not collecting any information we do not need and/or not sharing without their consent.*
 - c) *Anonymising and/or deleting that information on a pre-agreed timescale.*

Our Data Impact Manager has already implemented robust policies and procedures to effectively collect, safeguard, and share information gleaned from our programmes.

Our Head of Digital continues to have responsibility for our website and social media channels, each of which has their own dedicated policy and procedures too.

As mentioned in the previous section, we have worked with an independent expert, and gleaned the feedback from the above technology company, and our insurers, to create a robust recommendation as to the things The Foundation does well, and the areas where we can improve upon our practice.

Fundraising Compliance

The Foundation has three employed development staff members: a Director of Development and two Fundraising Officers, with a new 6 month contracted post due to start in May 2023.

We also have an independent trustee with great experience in this field who provides impartial guidance to the team, and has no conflict of interest financially (i.e., does not donate to Coach Core) nor in a professional sense.

From time to time, we may engage with an external consultant individual/organisation with a specific brief. Our first experience of this was in October 2020, where we contracted a project with 'Remarkable Partnerships' who helped Coach Core establish a corporate fundraising strategy and identify potential organisations we may wish to target. At no point did they represent The Foundation externally / in the public space.

Of our current trustee board, two members provide financial donations to the charity as a core funder. All trustee board members, as part of our vetting and due diligence process, sign a 'conflict of interest' declaration. For any trustee donating to the charity, this comes with acknowledgement that funds donated are for the purposes of the charity to conduct its operations with no benefit in kind, financial, or commercial gain, and/or any personal gain from doing so.

We use a software platform, Salesforce, to effectively but safely, log the details of all our donors and supporters. These details are not available nor shared outside of the charity.

Our formal Ethical Fundraising policy declares our commitment to comply with law and charity commission guidance linked to how best the charity can maximise its income and activities in a way that is deemed ethical, and in line with our ethos and mission.

We value greatly the generosity of our supporters and donors that allow the Foundation to carry out its charitable activities. This can be financial, pro bono support and/or via in kind services. However, it is imperative that such support does not contradict or convene our commitment to ethical fundraising practices and so on very rare occasions, we may consider refusing a donation or other involvement with an individual, organisation or activity.

Should this occur, we will continue to act with integrity and confidentiality, always seeking to act with the most appropriate response. We will seek to confidentially evidence the rationale behind such a decision should the Foundation ever be required to justify its actions linked to this subject.

In July 2020, we registered with the Fundraising Regulator to commit to following the Code of Fundraising Practice. The Foundation also employs a formal Gift in Kind policy whereby any non-financial donations made to the charity, or its staff, must document this in the Gifts in Kind register.

There are no complaints, cases or accusations that concern The Foundation in any way linked to fundraising, development or digital malpractice, misconduct, or criminal proceedings at this time.

For further information on this subject, please contact the charity at info@coachcore.org.uk.

Our People

As a charity that strives to better the lives of its young people and elevate the principles of progression through education and mentoring, the Foundation is committed to always developing its staff and volunteers. We believe that individuals should feel challenged, engaged, and supported at all times, on pathway and plan that is right for them.

This includes:

- Formal annual and midpoint reviews with more frequent one-to-ones in place.
- Individual development budget made available each year, with line managers encouraged to cooperatively engage with their staff so that they can be upskilled and progressed in a way that is right for them and the charity.
- Regular all team / department collective workshops on several formal and informal subject matters that are designed to educate, engage, and foster collaborative culture.
- Support ambitions to join groups and boards outside of Coach Core so that they may enjoy additional project working and share their expertise and passion with others.

We also take seriously the experience every individual Coach Core apprentice and employer should expect from us. We constantly review and seek to enhance our:

- Communications
- Education offer
- Methods of support and wellbeing services
- Wellbeing services
- Funding available
- Partnerships and how we interact with them.

What we have done and what we will do:

- As mentioned previously, we introduced a formal SMT group to provide greater structure, accountability and make a clear statement on colleague career progression pathways.
- The first Coach Core Town Hall launched. This has an open invite to all colleagues, volunteers, partners and young people so that we can update 'publicly' and also take feedback from all associated individuals.
- We have committed to two staff away days – one in summer and one in winter – that have a blend of strategic workshopping alongside team cohesion.
- The first staff survey was launched and proved incredibly insightful as to our culture, how we support colleagues and any improvements we can make across the charity.
- The staff package has been reviewed with an independent expert to look at how we can continue to offer colleagues the best possible pay and perks available to us. We are committed to reviewing this annually.

Financial Review

The period under review has seen some stability return to the environment and Coach Core has benefitted from this. The number of funders and the level of income raised has increased in the year but inevitably, along with the economy in general, costs have also increased. The environment for fundraising remains challenging but progress has been made on several fronts, in particular with recently developed corporate relationships providing additional confidence for future periods.

During the year, Coach Core received the first instalment of the new partnership agreement with Sport England and this funding has been fully applied during the year. The Edward & Catherine Wray Charitable Trust donated £100,000 during the year and pledged an additional £100,000 now received after the year end.

Seven L2 apprentice programmes were initiated during the year. Programmes typically run over an eighteen-month period and accordingly provision is made in these accounts for any grants not paid out before the year end. Improved procedures around the timing of grant payments have, along with the reduced uncertainty for apprentices within the programmes, resulted in reduced levels of funds to be recovered from completed programmes at the year end. The total commitment to grants made in the year was £336,000. The forecast to completion of the seven programmes is £307,436 and in addition £3,504 of other grants were made. The grant expenditure from Coach Core represents only a fraction of the total invested in the apprentices as a result of the programmes developed by Coach Core and the total amount of expenditure facilitated by the FY23 grants is expected to exceed £2 million.

Historically the charity has not commenced a programme until all the funding designated for that programme is in place. However, to maintain the momentum developing during the year under review, and in the light of a challenging market for attracting apprentices, trustees decided to provide some funding from unrestricted sources to enable three programmes to be launched at the end of the period. In making this decision the trustees considered the overall financial position of the charity and the future funding resources.

Reserves

The policy of the charity is to maintain free reserves at a level to enable the charity to manage an orderly wind down and closure of its activities whilst ensuring that the obligations to staff, contractors and service providers are met and without prejudice to the apprentice programmes.

An exercise was carried out between the Foundation's Chair, Treasurer and CEO to determine the correct financial requirements to close the charity as per the contractual terms of its staff, offices/contractors and to ensure no risk to its beneficiaries. The cost of closure on March 31, 2023, is estimated at £78,000.

As at March 31, 2023 the charity had free reserves of £60,548 after deducting fixed assets of £1,913 from unrestricted reserves of £62,461. As a result of the continuing partnership with Sport England, the recently agreed funding with CIMPSA and commitments from other funders the trustees are of the opinion that the foundation is in a position to meet its commitments for the foreseeable future.

Financial Control

The Chairman and Treasurer review a detailed report of the charity income and expenditure and the position against the approved budget on a monthly basis. This is provided by our third-party accounting organisation, Cadence Accounting.

The Treasurer has access to review the accounts, via our software platform, at any time but is not permitted to make changes. His recommendations may be given to the Chief Executive, The Chair and/or the financial services provider instead.

The financial position of the charity is a fixed agenda item at each quarterly meeting of the trustee board with particular attention given to the status of the free reserves.

Any new programme launches are agreed by the board, and it remains a core principle of the charity to ensure that funding is in place ahead of each programme. Whilst an exception was made to this principle in FY23, it is anticipated that this policy will be followed in the future. This is to ensure that there is no risk to an apprentice/s by the charity not being able to provide the employer grant linked to their contract of employment.

Remuneration and expenses

Remuneration of all employees is considered as a part of the annual budgeting process and as such considered by the board of trustees, with any changes implemented from April 1.

The charity has a detailed expenses policy. Any new starter is provided with a copy of this document and quarterly reviews of its contents are performed by the CEO to ensure it is updated and fit for purpose. This policy is intended for all staff, volunteers, contractors, and Trustee Board.

Any trustee expenses are documented in our audited accounts.

Going Concern

The Covid-19 pandemic and subsequent impact has covered the whole period since the launch of the charity as an independent body. Inevitably this has impacted severely on the operations of the charity and its partners as it has across the sports industry. This has resulted in delays in the completion of existing programmes and the launch of new programmes.

The charity decided to maintain staff in post to support the apprentices and this has been a considerable expense to the charity. The charity has been able to reduce other operating resources to conserve resources and along with support from fundraising activities is in a stable position at the end of the financial period.

The policy of not starting a new programme until it is fully funded has protected programmes from the impact of Covid-19, along with the raising of funds to provide specific support where needed.

We have an on-going, strong relationship with our principal funders, and in particular with Sport England, with whom a new partnership commenced in April 2022.

The budget for the year to March 2024 has been developed with recognition of the operating environment and contains several areas where expenditure will not be committed until there are sufficient funds in place. This is reviewed monthly.

Considering all factors, the Trustees consider that the level of cash reserves, along with future funding commitments is at an appropriate level to be of the opinion that Coach Core have adequate resources and funding to continue in operational existence for the foreseeable future.

Accordingly, the Trustees are satisfied that the accounts can be prepared on a going concern basis.

Statement of Trustees' responsibilities

The trustees are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charity SORP.
- make judgements and estimates that are reasonable and prudent.
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the board of trustees on 15th November 2023 and signed on its behalf by:



Edward Wray
Chairman of the Board of Trustees, Coach Core Foundation

Report of the independent auditors to the trustees of Coach Core Foundation

Opinion

We have audited the financial statements of Coach Core Foundation (the 'charity') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2023 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial

statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK). The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We enquired of management concerning the Charity's policies and procedures relating to:

- the identification, evaluation and compliance with laws and regulations;
- the detection and response to the risks of fraud; and
- the establishment of internal controls to mitigate risks related to fraud or non-compliance with laws and regulations.

The Charity is subject to many laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements. We identified the following laws and regulations as the most likely to have a material effect if non-compliance were to

occur; United Kingdom Generally Accepted Accounting Practice, the Charities Act 2011, tax legislation, anti-bribery legislation, GDPR and employment law.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including how fraud might occur, by evaluating management's incentives and opportunities for manipulation of the financial statements. This included the evaluation of the risk of management override of controls. We determined that the principal risks were in relation to:

- journal entries that increased revenues or that reclassified costs from the income statement to the balance sheet
- revenue recognition and the timing of income and grants payable
- potential management bias in determining accounting estimates

It is the audit partner's assessment that the audit team collectively had the appropriate competence and capabilities to identify or recognise non-compliance with laws and regulations.

We obtained an understanding of the Charity's operations, including the nature of its revenue sources, products and services and of its objectives and strategies to understand the classes of transactions, account balances, expected financial statement disclosures and business risks that may result in risks of material misstatement. We also considered the effectiveness of the Charity's control environment to identify and prevent any irregularities and fraud.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

GBJ LLP
Statutory Auditor
Sterling House
27 Hatchlands Road
Redhill
Surrey
RH1 6RW

15th November 2023

COACH CORE FOUNDATION

2022 – 2023 FINANCIAL REPORT



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COACH CORE FOUNDATION

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2023**

	Notes	Unrestricted fund £	Restricted funds £	2023 Total funds £	2022 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	368,891	472,701	841,592	277,861
Investment income	3	372	-	372	32
Other income		<u>1,959</u>	<u>-</u>	<u>1,959</u>	<u>1,894</u>
Total		<u>371,222</u>	<u>472,701</u>	<u>843,923</u>	<u>279,787</u>
EXPENDITURE ON					
Raising funds	4	82,881	-	82,881	88,192
Charitable activities	5				
Sports and coaching programmes		<u>243,149</u>	<u>533,621</u>	<u>776,770</u>	<u>469,761</u>
Total		<u>326,030</u>	<u>533,621</u>	<u>859,651</u>	<u>557,953</u>
NET INCOME/(EXPENDITURE)		45,192	(60,920)	(15,728)	(278,166)
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>17,269</u>	<u>174,953</u>	<u>192,222</u>	<u>470,388</u>
TOTAL FUNDS CARRIED FORWARD		<u>62,461</u>	<u>114,033</u>	<u>176,494</u>	<u>192,222</u>

COACH CORE FOUNDATION

BALANCE SHEET 31 MARCH 2023

	Notes	Unrestricted fund £	Restricted funds £	2023 Total funds £	2022 Total funds £
FIXED ASSETS					
Tangible assets	11	1,913	-	1,913	4,698
CURRENT ASSETS					
Debtors	12	123,034	-	123,034	61,583
Cash at bank		<u>62,459</u>	<u>114,033</u>	<u>176,492</u>	<u>172,803</u>
		185,493	114,033	299,526	234,386
CREDITORS					
Amounts falling due within one year	13	(124,945)	-	(124,945)	(46,862)
NET CURRENT ASSETS		<u>60,548</u>	<u>114,033</u>	<u>174,581</u>	<u>187,524</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>62,461</u>	<u>114,033</u>	<u>176,494</u>	<u>192,222</u>
NET ASSETS		<u>62,461</u>	<u>114,033</u>	<u>176,494</u>	<u>192,222</u>
FUNDS	14				
Unrestricted funds				62,461	17,269
Restricted funds				<u>114,033</u>	<u>174,953</u>
TOTAL FUNDS				<u>176,494</u>	<u>192,222</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 15th November 2023 and were signed on its behalf by:



E Wray - Trustee

COACH CORE FOUNDATION

CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

	Notes	2023 £	2022 £
Cash flows from operating activities			
Cash generated from operations	I	<u>3,317</u>	<u>(367,595)</u>
Net cash provided by/(used in) operating activities		<u>3,317</u>	<u>(367,595)</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		-	(2,766)
Interest received		<u>372</u>	<u>32</u>
Net cash provided by/(used in) investing activities		<u>372</u>	<u>(2,734)</u>
Change in cash and cash equivalents in the reporting period			
		3,689	(370,329)
Cash and cash equivalents at the beginning of the reporting period		<u>172,803</u>	<u>543,132</u>
Cash and cash equivalents at the end of the reporting period		<u>176,492</u>	<u>172,803</u>

**NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2023**
I. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2023 £	2022 £
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(15,728)	(278,166)
Adjustments for:		
Depreciation charges	2,784	2,441
Interest received	(372)	(32)
Increase in debtors	(61,451)	(27,872)
Increase/(decrease) in creditors	<u>78,084</u>	<u>(63,966)</u>
Net cash provided by/(used in) operations	<u>3,317</u>	<u>(367,595)</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.22 £	Cash flow £	At 31.3.23 £
Net cash			
Cash at bank	<u>172,803</u>	<u>3,689</u>	<u>176,492</u>
	<u>172,803</u>	<u>3,689</u>	<u>176,492</u>
Total	<u>172,803</u>	<u>3,689</u>	<u>176,492</u>

I. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Grants and donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation. Cash donations are recognised on receipt.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Costs of charitable activities include grants made, governance costs and support costs.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

Grants offered subject to conditions which have not been met at the year end date are noted as a commitment but not accrued as expenditure.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	- 33% on cost
Computer equipment	- 33% on cost

Taxation

The charity is exempt from tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

1. ACCOUNTING POLICIES - continued**Pension costs and other post-retirement benefits**

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

2. DONATIONS AND LEGACIES

	2023	2022
	£	£
Donations and gifts	<u>841,592</u>	<u>277,861</u>

3. INVESTMENT INCOME

	2023	2022
	£	£
Deposit account interest	<u>372</u>	<u>32</u>

4. RAISING FUNDS**Raising donations and legacies**

	2023	2022
	£	£
Staff costs	<u>82,881</u>	<u>88,192</u>

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Grant funding of activities (see note 6) £	Support costs (see note 7) £	Totals £
Sports and coaching programmes	<u>419,854</u>	<u>300,480</u>	<u>56,436</u>	<u>776,770</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023
6. GRANTS PAYABLE

	2023	2022
	£	£
Sports and coaching programmes	<u>300,480</u>	<u>99,597</u>
The total grants paid to institutions during the year was as follows:		
	2023	2022
	£	£
Berkshire	-	(4,800)
Leicester	38,250	-
Tyne & Wear	-	80,516
Manchester	42,000	(322)
Bristol	51,850	(5,263)
Leeds	38,000	(919)
London	38,500	(6,515)
Essex	27,336	(7,600)
Middlesbrough	61,000	5,999
Covid Relief	3,504	4,781
Birmingham	-	12,740
Sussex	-	39,092
Surrey	40	18,000
Devon	-	(36,112)
	<u>300,480</u>	<u>99,597</u>

During the year seven projects were commenced. The grant payments are made to the institutions employing the apprentices. For projects not completed during the year, the amount shown represents the full liability of the charity in respect of the project based upon the number of apprentices forecast to complete the programme. Historically, the charity has not started a project before all of the funding was in place to ensure that the apprentices would not be at risk of the project completing. In the year under review, the trustees decided to allocate an amount of unrestricted funds to enable three programmes to commence despite not being fully funded based on the trustees reasonable expectation of future funding.

7. SUPPORT COSTS

	Management	Finance	Governance costs	Totals
	£	£	£	£
Sports and coaching programmes	<u>42,037</u>	<u>112</u>	<u>14,287</u>	<u>56,436</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023
7. SUPPORT COSTS - continued

Support costs, included in the above, are as follows:

	2023	2022
	Sports and coaching programmes	Total activities
	£	£
Insurance	3,375	3,259
Telephone	2,629	2,832
Postage and stationery	-	2,306
Advertising	15,143	768
Sundries	682	-
Office supplies	1,123	1,584
Entertainment	1,447	1,247
Subscriptions	525	3,301
Travel and subsistence	17,113	10,426
Bank charges	112	349
Auditors' remuneration	6,000	16,342
Accountancy and legal fees	<u>8,287</u>	<u>5,527</u>
	<u>56,436</u>	<u>47,941</u>

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2023 nor for the year ended 31 March 2022.

Trustees' expenses

During the year under review, travel costs incurred by a trustee, Ms E Usoro-Brown, were re-imbursed to the amount of £215.

9. STAFF COSTS

The average monthly number of employees during the year was 9 (2022: 8).

One employee received emoluments exceeding £60,000 (2022: One).

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	167,861	110,000	277,861
Investment income	32	-	32
Other income	<u>1,894</u>	<u>-</u>	<u>1,894</u>
Total	<u>169,787</u>	<u>110,000</u>	<u>279,787</u>
 EXPENDITURE ON			
Raising funds	88,192	-	88,192
Charitable activities			
Sports and coaching programmes	<u>131,944</u>	<u>337,817</u>	<u>469,761</u>
Total	<u>220,136</u>	<u>337,817</u>	<u>557,953</u>
 NET INCOME/(EXPENDITURE)	(50,349)	(227,817)	(278,166)
 RECONCILIATION OF FUNDS			
Total funds brought forward	<u>67,618</u>	<u>402,770</u>	<u>470,388</u>
 TOTAL FUNDS CARRIED FORWARD	<u><u>17,269</u></u>	<u><u>174,953</u></u>	<u><u>192,222</u></u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023
11. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Computer equipment £	Totals £
COST			
At 1 April 2022 and 31 March 2023	<u>653</u>	<u>7,700</u>	<u>8,353</u>
DEPRECIATION			
At 1 April 2022	384	3,271	3,655
Charge for year	<u>218</u>	<u>2,567</u>	<u>2,785</u>
At 31 March 2023	<u>602</u>	<u>5,838</u>	<u>6,440</u>
NET BOOK VALUE			
At 31 March 2023	<u>51</u>	<u>1,862</u>	<u>1,913</u>
At 31 March 2022	<u>269</u>	<u>4,429</u>	<u>4,698</u>

12. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023 £	2022 £
Other debtors	<u>123,034</u>	<u>61,583</u>

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023 £	2022 £
Trade creditors	1,112	-
Social security and other taxes	(17)	8,480
Other creditors	2,444	2,124
Grants payable	108,491	23,576
Accrued expenses	<u>12,915</u>	<u>12,682</u>
	<u>124,945</u>	<u>46,862</u>

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2023

14. MOVEMENT IN FUNDS

	At 1.4.22 £	Net movement in funds £	At 31.3.23 £
Unrestricted funds			
General fund	17,269	45,192	62,461
Restricted funds			
Sport England	123,621	(37,505)	86,116
The Royal Foundation	201	(201)	-
Temasek/Sport England Covid Relief	10,918	(3,504)	7,414
Other	40,213	(39,713)	500
Sport England 2	-	3	3
Taylor Trust	-	20,000	20,000
	<u>174,953</u>	<u>(60,920)</u>	<u>114,033</u>
TOTAL FUNDS	<u>192,222</u>	<u>(15,728)</u>	<u>176,494</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	371,222	(326,030)	45,192
Restricted funds			
Sport England	-	(37,505)	(37,505)
The Royal Foundation	1	(202)	(201)
Temasek/Sport England Covid Relief	-	(3,504)	(3,504)
Other	37,700	(77,413)	(39,713)
Sport England 2	415,000	(414,997)	3
Taylor Trust	20,000	-	20,000
	<u>472,701</u>	<u>(533,621)</u>	<u>(60,920)</u>
TOTAL FUNDS	<u>843,923</u>	<u>(859,651)</u>	<u>(15,728)</u>

14. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.21 £	Net movement in funds £	Transfers between funds £	At 31.3.22 £
Unrestricted funds				
General fund	67,618	(50,349)	-	17,269
Restricted funds				
Sport England	226,153	(102,532)	-	123,621
The Royal Foundation	41,718	(41,517)	-	201
Collinson	10,130	(10,130)	-	-
Temasek/Sport England Covid Relief	35,499	(4,781)	(19,800)	10,918
Other	89,270	(49,057)	-	40,213
Temasek	-	(19,800)	19,800	-
	<u>402,770</u>	<u>(227,817)</u>	<u>-</u>	<u>174,953</u>
TOTAL FUNDS	<u>470,388</u>	<u>(278,166)</u>	<u>-</u>	<u>192,222</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	169,787	(220,136)	(50,349)
Restricted funds			
Sport England	-	(102,532)	(102,532)
The Royal Foundation	-	(41,517)	(41,517)
Collinson	50,000	(60,130)	(10,130)
Temasek/Sport England Covid Relief	-	(4,781)	(4,781)
Other	24,000	(73,057)	(49,057)
Britford Trust	16,000	(16,000)	-
Temasek	20,000	(39,800)	(19,800)
	<u>110,000</u>	<u>(337,817)</u>	<u>(227,817)</u>
TOTAL FUNDS	<u>279,787</u>	<u>(557,953)</u>	<u>(278,166)</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023
14. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.21 £	Net movement in funds £	Transfers between funds £	At 31.3.23 £
Unrestricted funds				
General fund	67,618	(5,157)	-	62,461
Restricted funds				
Sport England	226,153	(140,037)	-	86,116
The Royal Foundation	41,718	(41,718)	-	-
Collinson	10,130	(10,130)	-	-
Temasek/Sport England Covid Relief	35,499	(8,285)	(19,800)	7,414
Other	89,270	(88,770)	-	500
Temasek	-	(19,800)	19,800	-
Sport England 2	-	3	-	3
Taylor Trust	-	20,000	-	20,000
	<u>402,770</u>	<u>(288,737)</u>	<u>-</u>	<u>114,033</u>
TOTAL FUNDS	<u>470,388</u>	<u>(293,894)</u>	<u>-</u>	<u>176,494</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	541,009	(546,166)	(5,157)
Restricted funds			
Sport England	-	(140,037)	(140,037)
The Royal Foundation	1	(41,719)	(41,718)
Collinson	50,000	(60,130)	(10,130)
Temasek/Sport England Covid Relief	-	(8,285)	(8,285)
Other	61,700	(150,470)	(88,770)
Britford Trust	16,000	(16,000)	-
Temasek	20,000	(39,800)	(19,800)
Sport England 2	415,000	(414,997)	3
Taylor Trust	20,000	-	20,000
	<u>582,701</u>	<u>(871,438)</u>	<u>(288,737)</u>
TOTAL FUNDS	<u>1,123,710</u>	<u>(1,417,604)</u>	<u>(293,894)</u>

During the year, the charity received the first instalment of a five year programme with Sport England Sport England 2), the second partnership agreement. The balance of the first partnership was carried forward to fund project expenditure and also to support the provision of employment coaches to provide support for apprentices into long term employment.

The allocation of the Sport England 2 funding is shown in Note 16.

15. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2023.

16. SPORT ENGLAND GRANT ALLOCATION

	2023 £
Direct grant	<u>192,720</u>
SMT staff	31,203
Development staff	48,162
Digital staff	24,632
Impact staff	5,286
Programme staff	44,308
On costs and expenses	<u>15,040</u>
	168,631
Office costs	18,626
Digital costs	5,675
Events	10,000
Development & fundraising	918
Travel & subsistence	6,497
Kit & equipment	4,527
Education & licence fee	5,340
Training	229
Consultancy & partnership	<u>1,835</u>
	53,646
Total	<u><u>414,997</u></u>
Total grant	<u><u>415,000</u></u>
Balance carried forward	<u><u>3</u></u>

COACH CORE FOUNDATION

DETAILED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2023

	2023 £	2022 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations and gifts	841,592	277,861
Investment income		
Deposit account interest	372	32
Other income		
Gift aid receivable	<u>1,959</u>	<u>1,894</u>
Total incoming resources	843,923	279,787
EXPENDITURE		
Raising donations and legacies		
Wages	74,562	79,989
Social security	5,818	5,520
Pensions	<u>2,501</u>	<u>2,683</u>
	82,881	88,192
Charitable activities		
Trustees' expenses	215	-
Wages	267,911	216,965
Social security	27,596	22,969
Pensions	8,577	7,319
Sub contractors	19,500	2,045
Consulting	-	1,950
Rent	28,800	28,320
Event cost	29,728	2,928
Training and welfare	16,012	13,305
Computer and software	10,658	15,073
Kit costs	4,527	8,908
Development fees	3,546	-
Fixtures and fittings	2,784	2,441
Grants to institutions	<u>300,480</u>	<u>99,597</u>
	720,334	421,820
Support costs		
Management		
Insurance	3,375	3,259
Telephone	2,629	2,832
Postage and stationery	-	2,306
Advertising	15,143	768
Carried forward	<u>21,147</u>	<u>9,165</u>

COACH CORE FOUNDATION**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2023 – continued.**

	2023 £	2022 £
Management		
Brought forward	21,147	9,165
Sundries	682	-
Office supplies	1,123	1,584
Entertainment	1,447	1,247
Subscriptions	525	3,301
Travel and subsistence	17,113	10,426
	42,037	25,723
Finance		
Bank charges	112	349
Governance costs		
Auditors' remuneration	6,000	16,342
Accountancy and legal fees	8,287	5,527
	14,287	21,869
Total resources expended	859,651	557,953
Net expenditure	<u>(15,728)</u>	<u>(278,166)</u>

--- ENDS ---

Accounts



The Coach Core Foundation

Annual Report 2021-2022

**Report of the trustees and financial statements for the year ended
31st March 2022. Audited by GBJ LLP.**

UK Charity Number: 1186782

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Trustees statement

The Trustees present their annual report and financial statements for the period ended 31 March 2022.

The accounts have been prepared in accordance with the accounting policies set out in the constitution, the Charities Act 2011, and in line with the 'Statement of Recommended Practice' applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The Trustees have referred to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. These objectives fall under the purposes defined by the Charities Act 2011.

The Charity was registered with the Charity Commission on 5th December 2019 and these financial statements encompass our second year of audited accounts.

Introducing Coach Core

Coach Core is a social mobility charity that uses sport and Apprenticeships to truly change the lives and future prospects of young adults living and working in challenging areas. Since the charity began in 2012, we have provided apprenticeships for 791 young people and have delivered 161,000 coaching sessions to 2.8 million coaching participants.

We use Level 2 and Level 3 Apprenticeships to allow an accessible way for disadvantaged 16 to 25-year-olds to bridge the gap back into full time employment and education. Rather than short term intervention, we train and develop our young people over the course of 12-18 months, placing equal emphasis on mentoring and personal support, as well as their professional development, given the additional challenges they may need to overcome.

We train our apprentices as community sports coaches so they can:

- a) *Enter a sector (sport for development/coaching) they feel passionate about, allowing them to grow in an environment that involves blended learning and peer support throughout,*
- b) *Become local role models that positively impact and influence their wider communities through the coaching and physical activity they provide,*
- c) *gain meaningful qualifications, experiences and transferable skills that will allow them to truly enhance their future life chances, in a career journey that is right for them (even if that becomes a pathway that is out of the sport for development/coaching sector).*

Our mission is to convene and enable powerful employment partnerships to provide accessible, life changing opportunities. Unlike the traditional approach to Apprenticeships, we combine a number of employers, training providers, and connected services to form powerful local, collaborative networks that ultimately lead to more opportunities, for all parties, for the long term.

Our values	Advocates: We offer a staff team who are passionate about our work and strive to always be a voice for our apprentices.
	Enablers: Everything we achieve is through partnership building and working, both inside and outside the sector
	Trustworthy: We strive for open and transparent environments, reporting, and communications at all times.
	Inclusive: We proactively target and support those who need the opportunity most.
	Aspirational: We champion the power of young people and Apprenticeships and will continually seek to enhance our offer

Charity reflections for 2021-2022

Like so many charities, 2021-22 was an incredibly challenging time as we recovered from the implications of the pandemic. Transitioning from The Royal Foundation to a stand-alone charity in April 2020 presented many challenges for the team that continued to be felt throughout the first year of our new strategy. However, thanks to the significant hard work of the team, the strength of the trustee board and the generosity of our supporters, Coach Core managed to achieve significant success and growth throughout this time.

2021-22 saw 5 cohorts reach the end of their Coach Core journey in our London, Essex, Leeds, Middlesbrough, and Bristol programmes. Of the 71 apprentices that started during this incredibly challenging time, 50 succeeded in gaining employment / completing their Apprenticeship (70%) with 14 of these learners gaining a distinction with their qualification. Our last full year prior to Covid saw Coach Core regularly progressing 90%+ of its learners to successful completion and exit routes right for them. Whilst this current success rate is clearly not at this level, we feel this was still an extremely successful yield in difficult circumstances and strengthened our resolve to return to pre-pandemic levels of success as soon as we are able to.

Our growth can be measured in a number of ways, not least:

- A) **Programme growth** – 5 new programmes and 52 apprentices as follows:
 - Our third Birmingham cohort with 11 new apprentices and our second Tyne and Wear cohort with 19 new apprentices.
 - New programme sites in Surrey and Sussex that saw 16 new apprentices start their journey with Coach Core
 - Our first ever move from the traditional Level 2 Apprenticeship to pilot the new Level 3 Community Sports Health Officer with a pilot group of 6 learners in Tyne and Wear.
- B) **Team growth** - we expanded the team from 5 members in our first year, to 7 in this year and have secured funding to grow to 10 team members in our next financial year (FY23). This aligns with our operational policy of remaining lean and as a facilitating organisation first and foremost so that investment can be felt further through our programmes/our impact.
- C) **Our offer** – we strengthened the number of partnerships, the content and quality of our education and the support network we can provide to ultimately enhance the Coach Core offer to each apprentice.
- D) **Our sector position** – we established two new, formal working groups.
 - one formed of former apprentices, employers and education-workforce leads that can give greater insight to our programme offer and how we can shape future working around the needs of the sector
 - another group formed solely of National Governing Bodies where we convene and co-ordinate sharing, insight and collaborative working that we hope ultimately results in more diverse workforce strategies.
 - We also continued to have a presence in a number of key sector boards, steering groups and wider projects. This included chairing the Sport for Development Coalition employability group and key roles on Cimsa and Sport England workforce panels.
- E) **Recognition of our work** - Coach Core won the prestigious 'Transforming Lives' award at the 2021 UK Coaching Awards as well as the 'Apprenticeship Diversity' award at the 2021 FE Week and AELP AAC Apprenticeship Awards too.
- F) **Our strategic growth** - we also reviewed the success and implementation of our first ever strategy, once again taking the views of our team, our trustee board, our partners, and our young people to ensure we challenged ourselves and that our ambitions were still fit for purpose. We will expand upon this in the next section.

Our objectives: 2022 – 2025

- 1) We will use the long-term power of sport and Apprenticeships to continue changing the lives of young adults who traditionally may experience barriers, discrimination, and lack of opportunities.
- 2) We will continue to create a powerful, measurable ripple effect of positive change in challenging communities, through high quality sport/physical activity delivery by relatable young role models.
- 3) We will build even greater collaborative networks of the right employers and supporting partners to drive true change and impact for all.
- 4) We will manage and protect the charity and its beneficiaries through the best possible governance, fundraising strategies and by continuing to elevate our profile.
- 5) We will continue to build a team and board of diverse backgrounds and opinions.

The ultimate ambition is always to support a young person to gain unparalleled qualifications, experiences, and networking opportunities that they can then take onto the next stage of their career pathway whilst also leaving a lasting legacy on the people around them.

For more information on our history, our operations, and charitable ambitions, please visit www.coachcore.co.uk/about-us

Our strategy summary – Year 1

Established in Spring 2021, the Coach Core Foundation strategy published the 5 key pillars, and 10 targets therein, that we collectively felt were the areas of growth and improvement we could make as a charity. These were established by extensively surveying our staff, our trustee board, our partners, and our young people.

Upon review, we feel that 12 months on, the overarching strategy direction and the five pillars that govern this are still very much the right direction for the charity at this present time. The targets within each of these pillars are also largely still our aspirational goals to work towards, but we have agreed to now refine some of them to provide a greater level of clarity and specificity than perhaps we laid out originally.

A summary of our 3-year targets (2021-2024) and their updated status as follows:

Target Pillar	Target #1	Target #2
1) Our sites	To grow from 150 to 200 employers in the next 3 years.	To grow from 15 UK sites to 20 during this time.
Status	Target remains	Target reviewed: the priority is now on the number of apprentices supported and programmes launched versus purely geographical growth.
2) Our support	15% increase in funding diversity	Re-establishing a success rate of 90%+ by 2024. Currently at 73% due to the impact of Covid, we deem 'success' as our apprentices progressing into a formal, positive exit route that is right for them.
Status	Target remains but we have provided greater clarity on this to challenge ourselves to grow our total annual income by 15% each year and the total number of funders by 15% too.	Target remains

Target Pillar	Target #1	Target #2
3) Our apprentices	To have supported a minimum of 1,000 total learners by 2024	Attaining a 50% target for underrepresented groups over the next 3 years
Status	Target remains	Target reviewed: we did not feel the original target was explicit enough to: a) differentiate the different socio-economic groups with enough clarity b) challenge ourselves to drive greater opportunities for these different audiences versus the national averages per group. To read more on this, please review page 7 of this report and page 21 of our Year 1 Strategy Paper.
4) The community	To reach a total of 150,000 coaching sessions enabled/led by our Coach Core apprentices since 2012.	To have provided sport and physical activity to 2.5 million beneficiaries in the community since 2012.
Status	Target remains	Target remains
5) Insights	To begin to accurately measure and evidence the social return on investment (SROI) of Coach Core.	To introduce the Coach Core Youth Board to gain formal insight from young people, continue to support and develop their growth and provide trustees for the future.
Status	Target remains – 2021-22 was an exploration of the different organisations, tools and systems available to ensure we utilise the right methodology and processes both for the charity, but also to provide robust data and insight externally too. With this in place, 2022-23 will be a case of embedding this before reviewing its effectiveness and impact in 2023-24.	Target reviewed: Youth Board now instilled with Year 2 group beginning in 2023. Rather than mark as ‘complete’ we will now build on this further with an aspiration for greater insight, learning and opportunities for all.

In the main, we feel we are working successfully towards each of these targets and have provided a full account of our progress in our first-year strategy review.

If you would like to read this, please visit www.coachcore.org.uk/our-stories/strategy-review-year-1/

Our operations 2021 - 2022

In terms of our operations in this financial year, it has very much been about the road to recovery. The following table gives you an indication of this:

	April 2019 – March 2020	April 2020 – March 2021	April 2021 – March 2022
Programmes	Glasgow, Manchester, Derbyshire, Tyne and Wear, Berkshire, Bristol, Leicester	Leeds, Middlesbrough, London, Essex	Sussex, Surrey, Tyne and Wear L2, Tyne and Wear L3, Birmingham
Total Apprentices	109	71	52
Completed	79	50	TBC
Completion rate	72%	70%	88% on track for completion
Overall success rate including those going into positive exit routes	76%	64%	Watch this space!

As this shows, the Covid19 impact on our learners accessing our programmes, and then being retained on our programmes, has been significant. The cost-of-living crisis deepens at time of writing, and we are starting to see young people not being able to afford to take Apprenticeship roles and others having to seek alternate means as the financial implications take hold.

A recent Department for Education report showed that there was a 53% and 47% dropout rate for Apprenticeships nationwide in 2019-20 and 2020-21 respectively. Clearly, we have also experienced a significant attrition to our learner numbers during this time but given who we target, we feel our performance in those first 12 months, and the immediate recovery we have enjoyed in 2021-2022 is something to be proud of. Our overall success rate of 86% is still very high and will continue to work towards our target of 90% success rates once more.

Looking forwards

Our focus, against these pillars, for 2022-2023:

1) Our sites

We have redefined our operational ways of working from sites and programmes in specific city locations, to now wider geographic hubs and regions with programmes operating across them.

This will allow:

- a stronger sense of community among the apprentices.*
- more flexibility to work with smaller programme numbers in a greater number of areas versus having to draw all learners into one central location. This is particularly relevant when we consider how we can then do more to work in the smaller, more rural areas that experience significant challenge.*
- stronger funding opportunities for us to appeal to a wider set of potential supporters and adopt a funding model right for each qualification.*
- an opportunity for our 'Learning Coaches' (the Coach Core tutors) to work across multiple groups and projects, thus challenging and engaging them further.*

We will also:

- Strive to introduce additional 'on the ground presence' to address the current recruitment challenge and give even greater support to our young people and employers locally.

- Forge more partnerships to identify the right geographic locations for our work, based on research and insight.
- Work with key sector partners, such as CIMSPA and Sport England, to understand the workforce needs of the sector and the subsequent role of apprenticeships. This will include enhancing current Standards and scoping new Apprenticeships.
- Continue to promote the value of apprenticeships for employers, whilst also enhancing the support we provide.

2) Our Support

We define this as:

- a) How we support and progress our apprentices into successful exit routes right for them.
- b) Our fundraising activities to support our young people (please see the Fundraising summary for more on this)

a) Supporting apprentices to a successful exit route

We have established a National Partnerships Manager role that has already fostered partnerships with a number of organisations that could support 'post Coach Core' opportunities and guidance.

We are also rolling out new Apprenticeship Standards and will continue to do so across FY23. This will support individuals to build a 3-5 career pathway, dependant on their ambitions.

In Section 3, we will explain how we have enhanced our education offer, to better appeal to young people, improve their experience and how we have provided even greater levels of support to young people during and after their Apprenticeship.

b) Fundraising summary

Coach Core became a registered charity in April 2020, just as the impact of the Covid 19 pandemic was becoming apparent. We began establishing Coach Core's fundraising team at a time when competition for funding had never been higher.

In our first financial year (April 2020 to March 2021) we raised £1.175m, which included a generous donation of £509,000 from The Royal Foundation to aid the smooth transition from a programme within their charity to Coach Core as a stand-alone charity.

Whilst the fundraising environment was extremely challenging the charity is grateful for the continued support from a number of funding partners, which along with opening reserves has enabled the charity to keep moving forward.

As we move into our third financial year, we are as focused as ever on raising £1.1m to help us grow and safeguard our charity. Clearly, we have been unable to meet our 15% growth target in terms of additional income into the charity. However, we have seen a 43% increase in the number of donors from 2020-21 including a 66% uplift in trusts and foundation donations, and a 107% boost of individual supporters.

There is no denying that the Covid 19 pandemic has challenged both of our support targets. However, we remain optimistic that Coach Core will work towards its target to grow and diversify our supporter base and income, so that both increase by 15% by 2024.

Currently our funding is mainly derived from Sport England (which comprises a significant amount of our annual income following a £1.6m pledge over 5 years), plus support from several Trusts and Foundations, a number of generous philanthropists and three corporate partners. We will measure the amounts donated through different income streams, alongside the number of donors that are giving generously to support our work, but we are confident that a 15% growth is attainable by 2024.

To ensure success, we have put additional resource behind our communications and fundraising team so that we can inspire more people to get involved with our work. As 2022 is our 10th Birthday, we also look forward to using this opportunity to further raise the profile of Coach Core as well as introduce new supporters to our work.

We will track this moving forward by measuring the growth in numbers and amounts linked to Corporate giving, Major Donors, Trusts and Foundations, public funding (e.g. Sport England/Government monies) and public giving (donations to campaigns, challenge events, etc).

Whilst we're recognising our impact, we want to take this opportunity to thank the 15 philanthropists, Trusts and Foundations and companies who have made generous donations in this financial year so that we can support so many young people across the UK. We're thrilled that 11 of these supporters have given to Coach Core for the first time, and we are so thankful to all those who continue to support us on an ongoing basis. Alongside those who prefer to remain anonymous, our wonderful supporters include:

**Collinson
Didymus CIO
John and Freda Coleman Charitable Trust
Shanly Foundation
The 29th May 1961 Charitable Trust
The Frankham Charitable Trust
The Barratt Foundation
The Barr Foundation
The Charles Lewis Foundation
The Gibbons Family Trust
The Lawson Trust
BMS Group
The Edward and Catherine Wray Charitable Trust**

3) Our apprentices:

We felt that our previous target of 'supporting up to 50% of under-represented groups' simply wasn't robust or specific enough. We wanted to review and amend this based on:

- *Looking at what constitutes each underrepresented group*
- *How we are tracking and recording our data linked to this*
- *How we are supporting each of those groups individually*
- *How we fare against national averages, and then setting our targets accordingly.*

This was a hugely valuable piece of work that has allowed us to now redefine this target as follows:

- a) **Female apprentices** - Currently at 1 in 3 learners, we want to bring this to 50%. We also want to understand more around the barriers to accessing the programme for women and girls too
- b) **Ethnicity** - Overall we are aiming for 1 in 3 learners to come from a non-white ethnic group. We will take a more local based approach to understanding which programmes are attracting young people from diverse communities compared with local demographic statistics.
- c) **Areas of deprivation** - Currently at 1 in 3 learners living in the Top 30% areas of deprivation, this is a statistic we want to elevate to at least 50%.
- d) **Carer / Parental status** - Something traditionally we haven't tracked but a group we feel we should be appealing to given the pandemic demonstrated how many young people are carers in the home and/or parents themselves. We are currently working with sector

experts on what target number we should be setting against our wider apprentice population and will report back on this in our next annual report.

- e) **Parental social status** - In line with our strategic intention to raise levels of social mobility giving all young people a chance of success, we have adopted the four key questions outlined by the Social Mobility Commission to measure the socio-economic background of our apprentices. This will support us to identify what we can do to improve the socio-economic diversity and inclusion of Coach Core. As above, this is a new metric for us and we want to ensure that we challenge ourselves fairly and accurately, so will state our target and progress in the next annual report.
- f) **Disabilities** - 1 in 5 of our learners list themselves as having a physical or learning disability. A number of our learners do not disclose their disabilities until well into their Apprenticeship, or perhaps at all. Whilst the UK national employment average for those with a disability versus those listed as not having a disability is also 20%, we would like to set a target of 25% and work with more partners who can help us better identify and support those individuals.

In short, we will no longer speak to an overarching figure of underrepresentation, but instead will track and evidence the individual demographic groups listed above.

We will also continue to champion the power of Apprenticeships, in its widest sense, to enable true social mobility.

- As a 5- year Systemic Partner of Sport England from April 2022, we are committed to grow the programme to meet identified local demand whilst continuing to be an advocate of apprenticeships in the sector. There is clearly still a fundamental issue within secondary education whereby young people, particularly those who face barriers and discrimination, are simply not made aware of Apprenticeships as a career pathway, or see it as a less viable option, certainly in the sport and physical activity sector.
- We will commit to supporting the major sector bodies like Sport England, UK Coaching, CIMSPA, ukactive to demonstrate the power and potential of Apprenticeships via case studies, project work and being part of the conversation whenever possible.
- We will also continue our work with the workforce representative bodies, such as the Sport for Development Coalition, to continue lobbying Government for better support in every sense for the sector and for young people in particular.

Finally, we will be building on our refreshed approach to supporting under-represented groups. We will achieve this through:

- Using our new hub approach to target and support more under-represented individuals across a broader region.
- Widening the base of partners that can better support and understand targeted groups i.e. disabled learners so that their knowledge, skills and behaviours can enable a positive experience for them and those they coach. We also want to ensure those who are unsuccessful in obtaining a place on Coach Core have opportunities and support that we can collectively provide.
- Enhanced partnerships, working with the support services and charities that have sight of this talent to ensure we can attract and onboard more young people that may face barriers otherwise.
- Commitment to training and developing our own staff to ensure our own knowledge and approach is in keeping with the latest research and recommendations.

We are also focussed on enhancing the quality and depth of the education we provide our apprentices to give them best possible skills, knowledge and resumés in their time with us. One of the key things we are hoping to instigate this year is the introduction of 'Employment Coaches'; dedicated staff members who work locally to support and develop apprentices and employers alike. By creating roles locally within our regions, we will be able to better implement the ambitions of the charity by having experienced individuals that can influence local partnership working pre, during and post programme as well as support the needs of the learners more acutely.

There has been significant change and introduction of new projects and ways of working, so Year 2 for the education team is very much about allowing this to fully bed in and evaluate the success of these interventions.

4) Our Community

Since 2016, Coach Core has tracked 'the ripple effect' of our programmes. This ultimately means how many coaching sessions our apprentices enable, and how many people attend those sessions. Whilst our learner numbers in each area are relatively small (up to 20 apprentices in a given programme), their impact on the local community tends to be significant. Each apprentice brings sport and physical activity to an average of nearly 4,500 participants in the communities that need this provision the most.

There was significant review and reflection for our Data and Insight Manager throughout 2021-2022. The disruption to reporting throughout Covid was clearly significant, but this area had to take reduced priority as we aimed to help our employers survive and support their apprentices. However, the last year afforded us the chance to understand how we can simplify and improve our processes and procedures to create a more robust, engaging and quality data-evidence gathering system.

By now implementing a new and more user-friendly reporting system, we will work with employer partners to recover as much 'lost data' from 2021-22 as we can.

We will also better educate both apprentices and employers to help them understand the importance of accurately tracking their coaching impact.

We are being challenged to report:

- a) *What types of sessions are being led or assisted by the apprentices*
- b) *How many hours they are supporting in the local community*
- c) *Participant feedback, to evidence the quality of coaching sessions*
- d) *The wider impact of sessions on the local community*

Whilst these key points are in the gestation stage, we are reviewing how some of the latter elements influence our approach to our final section: insights.

Finally, we also want to work with more academic institutions to line up our next independent evaluation to ensure we take the learning from unbiased, critical perspectives and hope to further demonstrate the power of Apprenticeships to the wider sector through their recommendations.

5) Our Insights

- a) **Youth Board** – after a successful pilot year, we have gleaned some useful feedback and learning ahead of the next cohort who start their journey in 2022.

The ambitions for this board are:

- 1) *To create roles where young people can continue their learning and development in the charity and/or sports for development sector.*

- 2) *To create roles that support and develop their leadership and continuous professional development ambitions.*
- 3) *To create greater connection and insight to and from our programmes so that we can continue to plan and operate with our young people at the heart of everything we do.*
- 4) *To create a formal group of young advocates for the charity who will support our cause short and long term in a variety of ways.*
- 5) *To develop future trustees for the charity sector. At a time where 0.5% of charity trustees are 18-24 and two thirds are over 50 years old, we feel we have a role to play in changing this statistic.*

As stated, the first year was an important pilot with ambitions largely met. However, there were some key learnings for us including:

- *Keeping them engaged and connected online, our first face to face meeting was in December 2021.*
- *Managing expectations, it took some time to ensure we had the right blend of development opportunities that was manageable alongside their other commitments.*
- *Ensure they had ownership of key projects, moving forward the youth board will identify key projects they will lead with the support of the Coach Core staff team each 12-month period.*
- *Giving a voice to every young person, moving forward we will create more leadership roles in every programme we launch that feed into the Youth Board.*

Going forwards, the intention is to also create a 'floating Chair' role whereby anyone who has served one year can apply to now serve as a shared Chairperson who also has a seat in the quarterly Coach Core trustee board. We feel that it is right that the voice and feedback of our young people is heard at main board level directly and continues to support their development as a trustee too.

- b) **Our research and insight** - in 2021, our restructure introduced a first, dedicated Research and Insight role. There was an immediate impact across the charity including:
 - Upskilling Learning Coaches to ensure they understand the importance of accurate data collection locally and support the collection of this information on our behalf.
 - New and exciting links with academics for formal evaluation work now underway and helping support wider sector projects linked to 'on the ground' insight.
 - Development of our Theory of Change and area logic models to better understand how we communicate our social value and the long-term social impact.
 - New systems and ways of working, including maximizing our CRM and digital platforms.
 - The roll out of the Sport for Development Coalition collective survey tool, which was integrated into our own data collation methods.
 - Surveys and feedback gleaned from employers, partners, and young people to further shape our work.

We have mentioned already our ambitions to ensure the new reporting systems now have time to be fully implemented, and that we wish to engage with academia to independently evaluate our work. However, we will also work with key sector partners to establish greater insight as to the areas of need and the groups of young people we should be working with so as to always ensure we are bringing the Coach Core offer to young people that need the opportunity most.

Future prospects

There can be little doubt that 2022 – 2023 represents an opportune moment for Coach Core to establish itself as a key charity in the sector by enhancing and growing our work, whilst also using the tenth anniversary to reach new audiences.

There have been many plans and projects delayed or disrupted due to the last 24 months, but the team are confident that Coach Core is needed now more than ever, and so we are excited to scale up our operations accordingly.

We are also cognisant of the current financial climate and that fundraising will be a challenge for many, if not all, charities throughout this time. Our strategy has allowed for conservative budget planning across the next financial year to reflect this. However, the new 5-year agreement with Sport England, alongside our existing supporter base, allows us to have the foundation from which to build and grow our ambitions accordingly.

We position ourselves as a charity that relies and thrives on true collaboration. As such, we will always commit to listening to the voices of those that matter most and responding to their needs as best as we possibly can. We will continue to report in a transparent and insightful way, whilst also ensuring we remain part of the wider conversation linked to social mobility, Apprenticeships and how young people can play an integral role in our sector and society in general.

Governance

Charity registration

The Coach Core Foundation is a Charitable Incorporated Organisation, officially registered with the Charity Commission on the 5th December 2019 (Charity no. 1186782). Coach Core is registered to operate throughout England, Wales, Northern Ireland, and Scotland and became an operational organisation on 1st April 2020.

Charitable objects

The objects of the Foundation are for the benefit of the public:

- a) to promote community participation in healthy recreation,
- b) to promote community particularly, but with limitation by, supporting children and young adults to obtain qualifications relating to sports coaching.

Trustees

The charity was established in 2019 with the mandatory three trustees, and this was added to with five further trustee appointments in the summer of 2020.

The trustees are responsible for overseeing the management of all the affairs of the Coach Core Foundation, and delegate day-to-day management of the organisation to the Chief Executive. The trustees make decisions in accordance with the provisions of the Charities Act 2011. The board meets at least four times a year.

The trustee board, serving across this financial period and up to the date of the signature of the financial statements, are:

Ed Wray (Chairman) December 2019	Heather Frankham December 2019	Stephen Mitchell December 2019	Dermot Heffernan (Treasurer) August 2020
Huw Edwards August 2020	Andrew Thomas August 2020	Eboni Usoro-Brown August 2020	Victoria Wickenden August 2020

Senior management team / employed staff members

Currently, the senior management team comprises of:

Gary Laybourne, Chief Executive Officer
Claire Webb, Director of Development

As of 31st March 2022, The Coach Core Foundation employs a total of 9 staff.

Registered address	Independent Auditor	Principal Bankers
The Oval Cricket Ground, Kennington Oval, London SE11 5SS.	GBJ Chartered Accountants 27 Hatchlands Rd, Redhill, Surrey, RH1 6RW	Barclays Bank Plc Registered at: 13 Artillery Row, London SW1P 1RH

Our financial services are a third party, independent company, previously HW Fishers (Acre House, 11-15 William Rd, London NW1 3ER), and as of 1st April 2022, Cadence Accounting (Suite 3, 157 Station Rd E, Oxted RH8 0QE)

Diversity and inclusion

The Foundation is committed to equality and diversity and to ensuring a positive, safe, and respectful environment which promotes the wellbeing and dignity of our employees, partners, suppliers, and those whose interests we represent.

We aim to promote equality of opportunity and diversity and to tackle any forms of discrimination, harassment or bullying within our working environment, whether on grounds of race, gender, sexual orientation, gender re-assignment, disability, age, class, religion, or belief.

These principles underpin our professional behaviour and are embedded in our policies, procedures, day-to-day practices, and external relationships.

We strive to:

- Ensure a safe and respectful environment that promotes equality of opportunity and works positively and productively with difference.
- Promote behaviours consistent with these values and to challenge and take the necessary steps to eliminate inconsistent behaviours.
- Ensure that our employment policies are fair and robust and that our workforce is representative of the community in which we work.
- Promote personal growth and development, taking account of and building on diversity as a strength and something that requires continual reflection and updating of knowledge.
- Regularly review our policy and practice ensuring this evolves in a proactive and relevant manner.
- Commit to a formal safeguarding and risk trustee within our board members as part of our everyday governance so that we have the required independent expert review, advice and guidance linked to our practice and conduct.
- Ensuring that staff and beneficiaries of our work have the ability to report any concerns or incidents if they feel there has been/is a deviation from these principles.

For young people, we remain committed to:

- making the Coach Core offer available to any young person to the very best of our abilities,
- providing safe, equitable and positive environments so that they might thrive and progress if successful obtaining a place on the programme,
- taking a zero tolerance approach to discrimination of any kind whilst on a Coach Core programme,
- taking a proactive approach to integration and education with all our teams.

The Coach Core Foundation Equality and Diversity policy is available on request.

Charity Governance Code

The Foundation is committed to align with the key guidance and recommendations linked to the 7 principles of Charity Governance. A summary of our progress against those aims are as follows:

- 1) Organisational purpose:** The board agrees to the charity's aims, ensuring there is the required, ongoing review to ensure the effectiveness and suitability of these aims and ambitions.
- 2) Leadership:** The board is held accountable and reviewed ongoing to ensure the ethos, values and effectiveness of leadership align with that of the charity.
- 3) Integrity:** All board members undergo a rigorous recruitment process to ensure their integrity, skillsets, and reasons to engage align to the ethos, values, and culture of the Foundation, and its charitable purposes. The board accepts their conduct/interactions with Coach Core has a bearing on its operations and/or the public perception/trust in the charity.
- 4) Decision making, risk and control:** The charity has an established risk register, as well as a number of associated other key policies and processes linked to this matter. The board and the senior management team are held to account and regular review, to ensure that all decision making processes are informed, rigorous and timely, and that effective delegation, control and risk-assessment systems and processes are properly established and monitored.
- 5) Board effectiveness:** The board meet quarterly (at minimum) and have established lines of communication as a trustee team, and with the senior management team. Positions on the board blend the appropriate balance of skills, experiences, and insight, so that the Foundation can be in a position to make as effective and informed decisions as possible.
- 6) Equality, Diversity and Inclusion:** The board strives to have representation from a diverse group of individuals so that they may provide balanced and wide-ranging insight at all times. Linked to this commitment, in Spring 2020, the Foundation engaged with an external, expert organisation ([Perrett Laver](#)) to review and enhance the diversity of our trustee board. We now commit to regular, ongoing review as to the demographic of our board members and/or when new board positions become available.
- 7) Openness and Accountability:** The Foundation, namely its board and staff, always commit to openness and accountability.

Safeguarding

The safety and safeguarding of The Foundation as a charitable entity and its people (namely staff, trustee board, apprentices, employers, and all other connected individuals), is paramount.

Screening and training: the Foundation will undertake the ongoing following responsibilities:

- We will ensure staff and volunteers are carefully recruited and necessary checks are made in line with recruitment and vetting good practice guidelines. This includes:
 - *Employed staff: undergo annual enhanced DBS check and safeguarding training every 3 years.*
 - *Trustee board members, contractors, volunteers: undergo a basic DBS check.*
 - *There will be two qualified Designated Safeguarding Leads at any one time within the charity with these individuals made known publicly. Refresher training will be carried out at least every 3 years.*
- We are committed to working with stakeholders and the relevant authorities in which the Foundation initiatives and programmes are run and attended, especially if there are perceived risks or concerns about staff, contractors, or volunteers.
- In order to access funding and work with Coach Core; all employers must provide evidence of their safeguarding policy and what training and DBS checks their staff have undertaken.

- Each apprentice will undergo safeguarding training before being permitted to undergo any coaching activities. It is requested that they are also shadowed and observed until their lead coaching qualifications are attained as part of the formal, signed employer agreement.
- The Foundation has membership/access to key Government, Charity Commission and relevant risk and safeguarding bodies so that we can remain updated on key policy changes. We also engage with key sector safeguarding working groups to remain relevant to how the above applies to our young people, employers, and the environments in which they work.

Key roles: individuals and roles within the organisation that have Safeguarding responsibility:

- The Chief Executive Officer has overall responsibility for all safeguarding matters.
- Designated Safeguarding Leads (x2) have the lead responsibility for all safeguarding and protection matters in their programmes and to escalate concerns to the Chief Executive who, where appropriate, may make referrals to external bodies such as the local authority or the police.
- Programmes Staff are responsible for:
 - Undertaken and maintaining training linked to safeguarding and child protection
 - Ensuring that all are aware of how to report safeguarding concerns and to whom
 - Ensuring that all are aware of the Foundation's Whistleblowing policy
 - Ensuring that all are aware that they must conduct themselves in a manner which safeguards and promotes the safeguarding practices at The Foundation
 - Ensuring all staff are provided with guidance about safeguarding concerns as required.
 - Are clear on the policies and procedures we employ to vet and protect our beneficiaries, partners and employer teams connected with every Coach Core programme.
- A designated safeguarding trustee is an experienced, qualified, and informed individual chosen to be the point of contact for all safeguarding matters and any whistleblowing allegations.

Safeguarding focus for 2022-2023

A significant GDPR review of the charity's policies and procedures was undertaken in 2021-22. The findings of this show that The Foundation is compliant in many areas but that we still have some additional elements that we can provide greater clarity on. We will work with those findings to ensure the data of individuals remains safeguarded and protected at all times, and that we have an effective deletion process should this be required.

We also undertook a full review of how our partners and young people engage with our updated safeguarding policies and procedures and found that there is still an education piece to be carried out that defines clearly how reports what, to whom, and when.

Many staff will be due their 3-year renewals and we will work to make this as engaging and impactful as we can. We will also continue with our introduced quarterly, all organisation safeguarding meetings to embed the culture frequently with all staff.

Coach Core Learning Coaches [tutors] have now been trained to deliver formal safeguarding training that leads to a recognisable qualification for our apprentices. Not only does this save employers money but it means that we can deliver training shaped around the specific needs and environments of our apprentices.

We will continue to liaise with our teams as to any gaps in knowledge and/or key subject areas in which they would value further training or support.

You can access the Coach Core Foundation Safeguarding and Whistleblowing policies below:

<https://coachcore.org.uk/about-us/governance/>

Data Protection and Information Security

Coach Core employs the services of an external technology company to provide the necessary levels of security and support linked to our data and information. Using a cloud based, secure service we can safely store and protect the critical/sensitive information linked to our governance, operations, and people.

We also:

- 1 – require all staff, volunteers (including trustees), contractors and secondments to sign privacy policies and undergo training linked to how to securely save and share documents and information.
- 2 – agree working practice with a limited number of key partners to protect key data and information, particularly that of our young people.
- 3 – as part of our GDPR policy, we commit to:
 - a) *Providing all individuals with the control over what data we can or can't access.*
 - b) *Safeguarding their information to the very best of our abilities. This includes not collecting any information we do not need and/or not sharing without their consent.*
 - c) *Anonymising and/or deleting that information on a pre-agreed timescale.*

Our Data Impact Manager has already implemented robust policies and procedures to effectively collect, safeguard, and share information gleaned from our programmes.

Our Head of Digital continues to have responsibility for our website and social media channels, each of which has their own dedicated policy and procedures too.

As mentioned in the previous section, we have worked with an independent expert, and gleaned the feedback from the above technology company, and our insurers, to create a robust recommendation as to the things The Foundation does well, and the areas where we can improve upon our practice.

Fundraising Compliance

The Foundation has two employed development staff members: a Director of Development and a Fundraising Officer, with a new post for 2022-23 taking us to three.

We also have an independent trustee with great experience in this field who provides impartial guidance to the team, and has no conflict of interest financially (ie does not donate to Coach Core) nor in a professional sense.

From time to time, we may engage with an external consultant individual/organisation with a specific brief. Our first experience of this was in October 2020, where we contracted a project with 'Remarkable Partnerships' who helped Coach Core establish a corporate fundraising strategy and identify potential organisations we may wish to target. At no point did they represent The Foundation externally / in the public space.

Of our current trustee board, two members provide financial donations to the charity as a core funder. All trustee board members, as part of our vetting and due diligence process, sign a 'conflict of interest' declaration. For any trustee donating to the charity, this comes with acknowledgement that funds donated are for the purposes of the charity to conduct its operations with no benefit in kind, financial, or commercial gain, and/or any personal gain from doing so.

We use a software platform, Salesforce, to effectively but safely, log the details of all our donors and supporters. These details are not available nor shared outside of the charity.

Our formal Ethical Fundraising policy declares our commitment to comply with law and charity commission guidance linked to how best the charity can maximise its income and activities in a way that is deemed ethical and in line with our ethos and mission.

We value greatly the generosity of our supporters and donors that allow the Foundation to carry out its charitable activities. This can be financial, pro bono support and/or via in kind services. However, it is imperative that such support does not contradict or convene our commitment to ethical fundraising practices and so on very rare occasions, we may consider refusing a donation or other involvement with an individual, organisation or activity.

Should this occur, we will continue to act with integrity and confidentiality, always seeking to act with the most appropriate response. We will seek to confidentially evidence the rationale behind such a decision should the Foundation ever be required to justify its actions linked to this subject.

In July 2020, we registered with the Fundraising Regulator to commit to following the Code of Fundraising Practice. The Foundation also employs a formal Gift in Kind policy whereby any non-financial donations made to the charity, or its staff, must document this in the Gifts in Kind register.

There are no complaints, cases or accusations that concern The Foundation in any way linked to fundraising, development or digital malpractice, misconduct, or criminal proceedings at this time.

For further information on this subject, please contact the charity at info@coachcore.org.uk.

Our People

As a charity that strives to better the lives of its young people and elevate the principles of progression through education and mentoring, the Foundation is committed to always developing its staff and volunteers. We believe that individuals should feel challenged, engaged, and supported at all times, on pathway and plan that is right for them.

This includes:

- Formal annual and midpoint reviews with more frequent one-to-ones in place
- Individual development budget made available each year, with line managers encouraged to cooperatively engage with their staff so that they can be upskilled and progressed in a way that is right for them and the charity
- Regular all team / department collective workshops on several formal and informal subject matters that are designed to educate, engage, and foster collaborative culture
- Support ambitions to join groups and boards outside of Coach Core so that they may enjoy additional project working and share their expertise and passion with others.

We also take seriously the experience every individual Coach Core apprentice and employer should expect from us. We constantly review and seek to enhance our:

- Communications
- Education offer
- Methods of support and wellbeing services
- Wellbeing services
- Funding available
- Partnerships and how we interact with them.

Our people focus for 2022-2023

- A new salary scale was introduced in 2021-22 and this has allowed staff to understand their potential trajectory as well as providing clarity on their salary progressions too. The board are committed to reviewing this scale frequently in line with the cost-of-living crisis and doubled the annual percentage of gross salary wage rises for 2022-2023.
- We will continue to work with external partners to better support our staff and provide wellbeing services that are made available to them.
- We want to ensure we bring our apprentices even closer to the charity through fundraising initiatives that truly involve them and educate them on the sports for development world.
- We will build on our education offer, creating stronger content, support and resources for our apprentices and providing membership to key bodies that will enhance their development and understanding of the wider sector.
- Reviewing the volunteer offer we make available to our supporters to ensure it is maximised fully but also balances providing a safe, consistent, and deliverable experience for all.

Financial Review

After approximately 7 and a half years operating as a programme of The Royal Foundation, on the 1st April 2020, Coach Core became an independent operational charity.

Despite the Covid-19 pandemic spanning the whole of the period under review the charity has made progress on several fronts. During 2020-21, in order to support the young people on our programmes the decision was taken to keep the team working throughout the pandemic working from home, with the support of our office provider who waived the rental payments for the lockdown periods. However, from April 2021 the office was re-opened, and the team have been working on the future development of the foundation.

Inevitably there has been a delay in completion of some of the programmes and in the launch of new Programmes. Despite these difficulties, during the period under review, programmes were completed in London, Essex, Middlesbrough, Bristol, Leicester, and Leeds with new programmes launched in Birmingham, Tyne and Wear, Sussex and Surrey. A second Leicester programme was also launched in March-April 2022.

The charity accounts for its obligations under grant contracts in full in the year in which the grant is made, except to the extent that the final cost will be reduced by a lower number of apprentices on the programme than contracted. As a result of the completion of several projects and for the final accounting for some projects completed in 2020-21, this has resulted in an unusually high level of underspend funds being returned to the charity in the period. The total amount of new grants made in the period was £228,000, but as a result of the funds recovered from other programmes the net grant payments in the year was £99,597.

The pandemic period and the immediate aftermath have been a challenging time in fund raising terms. Progress in 2021-22 was not at the level hoped but at the conclusion of the year a new partnership was entered into with Sport England to provide funding for the period 2022-2027. Along with pledges from other funders this enabled the foundation to move into the new year on a more secure footing.

All the programmes in progress at the end of the period are fully funded and the charity fundraising efforts in 2022/23 are focused on raising funds for the expansion of the work of the charity and to fund the work needed to develop and support the programmes. The fundraising environment remains challenging and uncertain, and the financial position of the charity is monitored by trustees on a regular basis.

Reserves

The policy of the charity is to maintain free reserves at a level to enable the charity to manage an orderly wind down and closure of its activities whilst ensuring that the obligations to staff, contractors and service providers are met and without prejudice to the apprentice programmes.

An exercise was carried out between the Foundation's Chair, Treasurer and CEO to determine the correct financial requirements to close the charity as per the contractual terms of its staff, offices/contractors and to ensure no risk to its beneficiaries. The cost of closure on March 31, 2022 is estimated at £75,000.

As at March 31, 2022 the charity had free reserves of £12,571 after deducting fixed assets of £4,698 from unrestricted reserves of £17,269. As a result of the new partnership with Sport England and commitments from other funders the trustees are of the opinion that the foundation is in a position to meet its commitments for the foreseeable future.

Financial Control

The Chairman and Treasurer review a detailed report of the income and expenditure of the charity and the position against the approved budget on a monthly basis.

The Treasurer has access to review the accounts, via our software platform, at any time but is not permitted to make changes. His recommendations may be given to the Chief Executive, The Chair and/or the financial services provider instead.

The financial position of the charity is reported to and discussed at each quarterly meeting of the trustee board with particular attention given to the status of the free reserves.

A three-year plan is prepared before the start of the financial year with the budget for the next financial year forming year one of the plan. In order to ensure that apprentices will be able to complete a programme the charity will not enter into a contract for a new programme until all of the required funding is in place.

Remuneration and expenses

Remuneration of all employees is considered as a part of the annual budgeting process and as such considered by the board of trustees, with any changes implemented from April 1.

The charity has a detailed expenses policy. Any new starter is provided with a copy of this document and quarterly reviews of its contents are performed by the CEO to ensure it is updated and fit for purpose. This policy is intended for all staff, volunteers, contractors, and Trustee Board.

Going Concern

The Covid-19 pandemic has spanned the whole of the period since the launch of the charity as an independent body. Inevitably this has impacted severely on the operations of the charity and its partners as it has across the sports industry. This has resulted in delays in the completion of existing programmes and the launch of new programmes.

The charity decided to maintain staff in post to support the apprentices and this has been a considerable expense to the charity. The charity has been able to reduce other operating resources to conserve resources and along with support from fundraising activities is in a stable position at the end of the financial period.

The policy of not starting a new programme until it is fully funded has protected programmes from the impact of Covid-19, along with the raising of funds to provide specific support where needed.

We have an on-going, strong relationship with our principal funders, and in particular with Sport England, with whom a new partnership commenced in April 2022.

The budget for the year to March 2023 has been developed with recognition of the operating environment and contains several areas where expenditure will not be committed until there are sufficient funds in place. This is reviewed on a monthly basis.

Considering all factors, the Trustees consider that the level of cash reserves, along with future funding commitments is at an appropriate level to be of the opinion that Coach Core have adequate resources and funding to continue in operational existence for the foreseeable future. Accordingly, the Trustees are satisfied that the accounts can be prepared on a going concern basis.

Statement of Trustees' responsibilities

The trustees are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charity SORP.
- make judgements and estimates that are reasonable and prudent.
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the board of trustees on 9 December 2022 and signed on its behalf by:



Edward Wray
Chairman of the Board of Trustees, Coach Core Foundation

Report of the independent auditors to the trustees of Coach Core Foundation

Opinion

We have audited the financial statements of Coach Core Foundation (the 'charity') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2022 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial

statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK). The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We enquired of management concerning the Charity's policies and procedures relating to:

- the identification, evaluation and compliance with laws and regulations;
- the detection and response to the risks of fraud; and
- the establishment of internal controls to mitigate risks related to fraud or non-compliance with laws and regulations.

The Charity is subject to many laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements. We identified the following laws and regulations as the most likely to have a material effect if non-compliance were to

occur; United Kingdom Generally Accepted Accounting Practice, the Charities Act 2011, tax legislation, anti-bribery legislation, GDPR and employment law.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including how fraud might occur, by evaluating management's incentives and opportunities for manipulation of the financial statements. This included the evaluation of the risk of management override of controls. We determined that the principal risks were in relation to:

- journal entries that increased revenues or that reclassified costs from the income statement to the balance sheet
- revenue recognition and the timing of income and grants payable
- potential management bias in determining accounting estimates

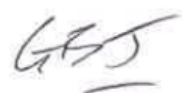
It is the audit partner's assessment that the audit team collectively had the appropriate competence and capabilities to identify or recognise non-compliance with laws and regulations.

We obtained an understanding of the Charity's operations, including the nature of its revenue sources, products and services and of its objectives and strategies to understand the classes of transactions, account balances, expected financial statement disclosures and business risks that may result in risks of material misstatement. We also considered the effectiveness of the Charity's control environment to identify and prevent any irregularities and fraud.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



GBJ LLP
Statutory Auditor
Sterling House
27 Hatchlands Road
Redhill
Surrey
RH1 6RW

9 December 2022

COACH CORE FOUNDATION

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2022

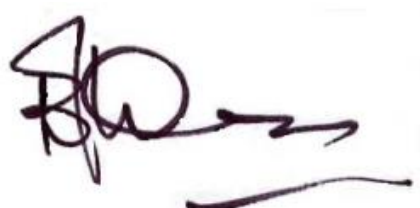
				Year Ended 31.3.22 Total funds £	Period 5.12.19 to 31.3.21 Total funds £
	Notes	Unrestricted fund £	Restricted funds £		
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	167,861	110,000	277,861	1,161,740
Investment income	3	32	-	32	23
Other income		1,894	-	1,894	13,808
Total		169,787	110,000	279,787	1,175,571
EXPENDITURE ON					
Raising funds	4	88,192	-	88,192	60,167
Charitable activities	5				
Sports and coaching programmes		131,944	337,817	469,761	645,016
Total		220,136	337,817	557,953	705,183
NET INCOME/(EXPENDITURE)		(50,349)	(227,817)	(278,166)	470,388
RECONCILIATION OF FUNDS					
Total funds brought forward		67,618	402,770	470,388	-
TOTAL FUNDS CARRIED FORWARD		17,269	174,953	192,222	470,388

COACH CORE FOUNDATION

BALANCE SHEET
31 MARCH 2022

	Notes	Unrestricted fund £	Restricted funds £	2022 Total funds £	2021 Total funds £
FIXED ASSETS					
Tangible assets	11	4,698	-	4,698	4,373
CURRENT ASSETS					
Debtors	12	-	61,583	61,583	33,711
Cash at bank		<u>35,857</u>	<u>136,946</u>	<u>172,803</u>	<u>543,132</u>
		35,857	198,529	234,386	576,843
CREDITORS					
Amounts falling due within one year	13	<u>(23,286)</u>	<u>(23,576)</u>	<u>(46,862)</u>	<u>(110,828)</u>
NET CURRENT ASSETS		<u>12,571</u>	<u>174,953</u>	<u>187,524</u>	<u>466,015</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>17,269</u>	<u>174,953</u>	<u>192,222</u>	<u>470,388</u>
NET ASSETS		<u>17,269</u>	<u>174,953</u>	<u>192,222</u>	<u>470,388</u>
FUNDS	14				
Unrestricted funds				17,269	67,618
Restricted funds				<u>174,953</u>	<u>402,770</u>
TOTAL FUNDS				192,222	470,388

The financial statements were approved by the Board of Trustees and authorised for issue on 9 December 2022 and were signed on its behalf by:



Edward Wray
Chairman of the Board of Trustees, Coach Core Foundation

COACH CORE FOUNDATION

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022

		Year Ended 31.3.22 £	Period 5.12.19 to 31.3.21 £
	Notes		
Cash flows from operating activities			
Cash generated from operations	1	<u>(367,595)</u>	<u>548,696</u>
Net cash (used in)/provided by operating activities		<u>(367,595)</u>	<u>548,696</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		(2,766)	(5,587)
Interest received		<u>32</u>	<u>23</u>
Net cash used in investing activities		<u>(2,734)</u>	<u>(5,564)</u>
Change in cash and cash equivalents in the reporting period		(370,329)	543,132
Cash and cash equivalents at the beginning of the reporting period		<u>543,132</u>	<u>-</u>
Cash and cash equivalents at the end of the reporting period		<u><u>172,803</u></u>	<u><u>543,132</u></u>

NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022

1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Year Ended 31.3.22 £	Period 5.12.19 to 31.3.21 £
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(278,166)	470,388
Adjustments for:		
Depreciation charges	2,441	1,214
Interest received	(32)	(23)
Increase in debtors	(27,872)	(33,711)
(Decrease)/increase in creditors	<u>(63,966)</u>	<u>110,828</u>
Net cash (used in)/provided by operations	<u>(367,595)</u>	<u>548,696</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.21 £	Cash flow £	At 31.3.22 £
Net cash			
Cash at bank	<u>543,132</u>	<u>(370,329)</u>	<u>172,803</u>
	<u>543,132</u>	<u>(370,329)</u>	<u>172,803</u>
Total	<u>543,132</u>	<u>(370,329)</u>	<u>172,803</u>

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received, and the amount can be measured reliably. Grants and donations are recognised once the charity has been notified of the donation unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation. Cash donations are recognised on receipt.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

Costs of charitable activities include grants made, governance costs and support costs.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

Grants offered subject to conditions which have not been met at the year-end date are noted as a commitment but not accrued as expenditure.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings - 33% on cost

Computer equipment - 33% on cost

Taxation

The charity is exempt from tax on its charitable activities.

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

2. DONATIONS AND LEGACIES

	Year Ended 31.3.22 £	Period 5.12.19 to 31.3.21 £
Donations and gifts	277,861	1,161,740

3. INVESTMENT INCOME

	Year Ended 31.3.22 £	Period 5.12.19 to 31.3.21 £
Deposit account interest	32	23

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

4. RAISING FUNDS

Raising donations and legacies

	Year Ended 31.3.22 £	Period 5.12.19 to 31.3.21 £
Staff costs	88,192	60,167

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Grant funding of activities (see note 6) £	Support costs (see note 7) £	Totals £
Sports and coaching programmes	<u>322,223</u>	<u>99,597</u>	<u>47,941</u>	<u>469,761</u>

6. GRANTS PAYABLE

	Year Ended 31.3.22 £	Period 5.12.19 to 31.3.21 £
Sports and coaching programmes	<u>99,597</u>	<u>349,100</u>

The total grants paid to institutions during the year was as follows:

	Year Ended 31.3.22 £	Period 5.12.19 to 31.3.21 £
Berkshire	(4,800)	5,100
Derby	-	11,497
Leicester	-	70,000
Tyne & Wear	80,516	30,000
Manchester	(322)	1,700
Bristol	(5,263)	21,500
Leeds	(919)	57,250
London	(6,515)	39,870
Essex	(7,600)	50,000
Middlesbrough	5,999	52,882
Covid Relief	4,781	9,301
Birmingham	12,740	-
Sussex	39,092	-
Surrey	18,000	-
Devon	(36,112)	-
	<u>99,597</u>	<u>349,100</u>

During the year a number of projects were completed. Due to difficulties experienced during the Covid pandemic in some cases the number of apprentices completing the programmes was lower than originally contracted. In this situation the foundation is able to recover the amount advanced in respect of apprentices not completing the programme. This has resulted in a number of net recoveries of funds in the year.

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

7. SUPPORT COSTS

	Management £	Finance £	Governance costs £	Totals £
Sports and coaching programmes	<u>25,723</u>	<u>349</u>	<u>21,869</u>	<u>47,941</u>

Support costs, included in the above, are as follows:

	Year Ended 31.3.22 Sports and coaching programmes £	Period 5.12.19 to 31.3.21 Total activities £
Insurance	3,259	2,148
Telephone	2,832	2,308
Postage and stationery	2,306	348
Advertising	768	245
Sundries	-	8
Office supplies	1,584	1,710
Entertainment	1,247	97
Subscriptions	3,301	169
Interest	-	24
Travel and subsistence	10,426	170
Bank charges	349	-
Auditors' remuneration	16,342	12,887
Accountancy and legal fees	<u>5,527</u>	<u>1,333</u>
	<u>47,941</u>	<u>21,447</u>

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2022 nor for the period ended 31 March 2021.

Trustees' expenses

During the year under review, travel costs incurred by a trustee, Ms E Usoro-Brown, were re-imbursed to the amount of £85.

9. STAFF COSTS

The average monthly number of employees during the year was 8 (2021: 7).

One employee received emoluments exceeding £60,000 (2021: none).

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	404,815	756,925	1,161,740
Investment income	23	-	23
Other income	<u>13,808</u>	<u>-</u>	<u>13,808</u>
Total	<u>418,646</u>	<u>756,925</u>	<u>1,175,571</u>
 EXPENDITURE ON			
Raising funds	60,167	-	60,167
Charitable activities			
Sports and coaching programmes	<u>290,861</u>	<u>354,155</u>	<u>645,016</u>
Total	<u>351,028</u>	<u>354,155</u>	<u>705,183</u>
 NET INCOME	<u>67,618</u>	<u>402,770</u>	<u>470,388</u>
 TOTAL FUNDS CARRIED FORWARD	<u><u>67,618</u></u>	<u><u>402,770</u></u>	<u><u>470,388</u></u>

11. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Computer equipment £	Totals £
COST			
At 1 April 2021	653	4,934	5,587
Additions	<u>-</u>	<u>2,766</u>	<u>2,766</u>
At 31 March 2022	<u>653</u>	<u>7,700</u>	<u>8,353</u>
 DEPRECIATION			
At 1 April 2021	167	1,047	1,214
Charge for year	<u>217</u>	<u>2,224</u>	<u>2,441</u>
At 31 March 2022	<u>384</u>	<u>3,271</u>	<u>3,655</u>
 NET BOOK VALUE			
At 31 March 2022	<u><u>269</u></u>	<u><u>4,429</u></u>	<u><u>4,698</u></u>
At 31 March 2021	486	3,887	4,373

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

12. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Other debtors	61,583	23,000
Prepayments	-	10,711
	<u>61,583</u>	<u>33,711</u>

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Trade creditors	-	1,074
Social security and other taxes	8,480	8,558
Other creditors	2,124	1,070
Grants payable	23,576	90,652
Accrued expenses	<u>12,682</u>	<u>9,474</u>
	<u>46,862</u>	<u>110,828</u>

14. MOVEMENT IN FUNDS

	At 1.4.21	Net movement in funds	Transfers between funds	At 31.3.22
	£	£	£	£
Unrestricted funds				
General fund	67,618	(50,349)	-	17,269
Restricted funds				
Sport England	226,153	(102,532)	-	123,621
The Royal Foundation	41,718	(41,517)	-	201
Collinson	10,130	(10,130)	-	-
Temasek/Sport England Covid Relief	35,499	(4,781)	(19,800)	10,918
Other	89,270	(49,057)	-	40,213
Temasek	-	(19,800)	19,800	-
	<u>402,770</u>	<u>(227,817)</u>	<u>-</u>	<u>174,953</u>
TOTAL FUNDS	<u>470,388</u>	<u>(278,166)</u>	<u>-</u>	<u>192,222</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

14. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	169,787	(220,136)	(50,349)
Restricted funds			
Sport England	-	(102,532)	(102,532)
The Royal Foundation	-	(41,517)	(41,517)
Collinson	50,000	(60,130)	(10,130)
Temasek/Sport England Covid Relief	-	(4,781)	(4,781)
Other	24,000	(73,057)	(49,057)
Britford Trust	16,000	(16,000)	-
Temasek	20,000	(39,800)	(19,800)
	<u>110,000</u>	<u>(337,817)</u>	<u>(227,817)</u>
TOTAL FUNDS	<u>279,787</u>	<u>(557,953)</u>	<u>(278,166)</u>

Comparatives for movement in funds

	Net movement in funds £	At 31.3.21 £
Unrestricted funds		
General fund	67,618	67,618
Restricted funds		
Sport England	226,153	226,153
The Royal Foundation	41,718	41,718
Collinson	10,130	10,130
Temasek/Sport England Covid Relief	35,499	35,499
Other	89,270	89,270
	<u>402,770</u>	<u>402,770</u>
TOTAL FUNDS	<u>470,388</u>	<u>470,388</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

14. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	418,646	(351,028)	67,618
Restricted funds			
Sport England	450,000	(223,847)	226,153
The Royal Foundation	87,800	(46,082)	41,718
Collinson	50,000	(39,870)	10,130
Temasek/Sport England Covid Relief	44,800	(9,301)	35,499
Other	<u>124,325</u>	<u>(35,055)</u>	<u>89,270</u>
	<u>756,925</u>	<u>(354,155)</u>	<u>402,770</u>
TOTAL FUNDS	<u><u>1,175,571</u></u>	<u><u>(705,183)</u></u>	<u><u>470,388</u></u>

Other than for the fund noted below provided specifically to mitigate the impact of Covid, all restricted funds raised in the year have been raised to support the grant given to the apprentice programmes and the provision of sports kit for apprentices.

Sport England made a grant in 2019, part of which was transferred in April 2020 to the new foundation with balance being received during 2020. The grant was to support seven new programmes.

The Royal Foundation transferred funds in April 2021 to provide for the completion of three projects commenced whilst Coach Core was part of The Royal Foundation.

Collinson provided a grant in 2020 as part of a multi year partnership to support programmes in London.

Temasek and Sport England provided funds specifically to provide support for programmes impacted by the Covid pandemic.

Other donations have been received to support programmes continuing through 2021 and 2022.

15. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2022.

COACH CORE FOUNDATION**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2022**

	Year Ended 31.3.22 £	Period 2019 to 31.3.21 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations and gifts	277,861	1,161,740
Investment income		
Deposit account interest	32	23
Other income		
Gift aid receivable	1,894	13,808
Total incoming resources	279,787	1,175,571
EXPENDITURE		
Raising donations and legacies		
Wages	79,989	53,595
Social security	5,520	4,925
Pensions	2,683	1,647
	88,192	60,167
Charitable activities		
Wages	216,965	170,794
Social security	22,969	15,576
Pensions	7,319	5,316
Sub contractors	2,045	-
Consulting	1,950	35,203
Rent	28,320	12,000
Event cost	2,928	6,369
Training and welfare	13,305	1,123
Computer and software	15,073	21,819
Kit costs	8,908	5,055
Fixtures and fittings	2,441	1,214
Grants to institutions	99,597	349,100
	421,820	623,569
Support costs		
Management		
Insurance	3,259	2,148
Telephone	2,832	2,308
Postage and stationery	2,306	348
Carried forward	8,397	4,804

COACH CORE FOUNDATION

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2022**

	Year Ended 31.3.22 £	Period 2019 to 31.3.21 £
Management		
Brought forward	8,397	4,804
Advertising	768	245
Sundries	-	8
Office supplies	1,584	1,710
Entertainment	1,247	97
Subscriptions	3,301	169
Interest	-	24
Travel and subsistence	10,426	170
	25,723	7,227
Finance		
Bank charges	349	-
Governance costs		
Auditors' remuneration	16,342	12,887
Accountancy and legal fees	5,527	1,333
	21,869	14,220
Total resources expended	557,953	705,183
Net (expenditure)/income	(278,166)	470,388

Accounts



COACH CORE FOUNDATION

(Charity number – England and Wales: 1186782)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE PERIOD ENDED 31 MARCH 2021

COACH CORE FOUNDATION

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COACH CORE FOUNDATION

TRUSTEES' ANNUAL REPORT
FOR THE PERIOD ENDED 31 MARCH 2021

Trustees statement

The Trustees present their annual report and the financial statements for the period ended 31 March 2021. The accounts have been prepared in accordance with the accounting policies set out in Note 1 to the accounts and comply with the constitution, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The Trustees have referred to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. These objectives fall under the purposes defined by the Charities Act 2011.

The Charity was registered with the Charity Commission on 5th December 2019 so whilst these financial statements are for the period ended 31st March 2021 the Charity was only active from 1st April 2020. As a result the Trustee Report will make reference to "the year" when reporting on its activities and performance.

COACH CORE FOUNDATION

TRUSTEES' ANNUAL REPORT
FOR THE PERIOD ENDED 31 MARCH 2021

Introducing Coach Core

Coach Core is a social mobility charity that uses sport and Apprenticeships to truly change the lives and future prospects of young adults living and working in challenging areas.

- We use Level 2 and Level 3 Apprenticeships to allow an accessible way for disadvantaged 16–25-year-olds to bridge the gap back into full time employment and education.
- Rather than short term intervention; we train and develop our young people over the course of 12-18 months, placing equal emphasis on mentoring and personal support, as well as their professional development, given the additional challenges they may need to overcome.
- We train our apprentices as community sports coaches so they can:
 - a) Enter a sector (sport for development/coaching) they feel passionate about, and allows them to grow in an environment that involves blended learning and peer support throughout,
 - b) Become local role models that positively impact and influence their wider communities through the coaching and physical activity they provide,
 - c) gain meaningful qualifications, experiences and transferable skills that will allow them to truly enhance their future life chances, in a career journey that is right for them (even if that becomes a pathway that is out of the sport for development/coaching sector).

Our mission is to convene and enable powerful employment partnerships to provide accessible, life changing opportunities.

Unlike the traditional approach to Apprenticeships, we combine a number of employers, training providers, and connected services to form powerful local, collaborative networks that ultimately lead to more opportunities, for all parties, for the long term.

Our values	Advocates	We offer a staff team who are passionate about our work and strive to always be a voice for our apprentices.
	Enablers	Everything we achieve is through partnership building and working, both inside and outside the sector
	Trustworthy	We strive for open and transparent environments, reporting, and communications at all times.
	Inclusive	We proactively target and support those who need the opportunity most.
	Aspirational	We champion the power of young people and Apprenticeships and will continually seek to enhance our offer

Our objectives: 2021 – 2024

- 1) We will use the long-term power of sport and Apprenticeships to continue changing the lives of young adults who traditionally may experience barriers, discrimination, and lack of opportunities.
- 2) We will continue to create a powerful, measurable ripple effect of positive change in challenging communities, through high quality sport/physical activity delivery by relatable young role models.
- 3) We will build even greater collaborative networks of the right employers and supporting partners to drive true change and impact for all.

COACH CORE FOUNDATION

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FOR THE PERIOD ENDED 31 MARCH 2021

- 4) We will manage and protect the charity and its beneficiaries through the best possible governance, fundraising strategies and by continuing to elevate our profile.
- 5) We will continue to build a team and board of diverse backgrounds and opinions.

The ultimate ambition is always to support a young person to gain unparalleled qualifications, experiences, and networking opportunities that they can then take onto the next stage of their career pathway whilst also leaving a lasting legacy on the people around them.

Our journey so far

2012: Formed in response to the 2011 London riots, the Centre for Social Justice released the 'More Than a Game' paper, demonstrating young people from challenging backgrounds and/or marginalised groups, will find significantly more barriers to future life chances than their peers. With the London 2012 Olympic Games on the horizon, Their Royal Highnesses, The Duke and Duchess of Cambridge and Prince Harry, wanted to use their newly formed Royal Foundation to harness the power of sport to address this issue.

However, rather than simply provide more coaching sessions, volunteering hours or perhaps even some basic training that was prevalent at the time, the vision was that this was a real opportunity to use the positivity of the Olympic Games, and the vehicle of sport, to bring about the long-term change required to address the issues highlighted in these findings.

In July 2012, Coach Core officially launched. Working with the Greenhouse Charity, we:

- Created 20 places of employment, giving the charity a new, exciting, diverse young workforce.
- Created an Apprenticeship never seen before that took a standard sports coaching apprenticeship but enhancing this to provide a strong emphasis on mentoring, support and cross-sport working to ultimately enable a more resilient, confident, and impactful young learner.
- Deployed them full-time, for 18 months, into their local community (via schools and clubs in some of London's most challenging boroughs) creating a powerful ripple effect on the people around them.

2013-2015: With the build up to the 2014 Commonwealth Games well under way and seeking to address declining participation numbers in rugby union across South Wales, Coach Core expanded to two further pilot sites with **Glasgow Sport** and the **Welsh Rugby Union** respectively.

2015: With the concept proven, and the success rates already well above national average, the decision was made by Their Royal Highnesses to scale the programme to 10 cities across the UK. Critically, after careful consultation, the model of working moved from single employers to the consortium way of working to involve multiple stakeholders and ultimately enhance the offer and support we could give to an apprentice.

2015-2018: New consortium led programme sites launched in **Nottingham, Essex, Birmingham, Manchester, Devon, Middlesbrough, and Bristol.**

2018: After demonstrating the multiple outcomes and impact of the project, critically sustaining the high levels of success rates for our apprentices, Coach Core was able to attract its first significant funding agreement with Sport England. Combined with the demand for the programme nationally, this enabled The Royal Foundation to begin the process of preparing Coach Core for independence. Glasgow and Wales based sites also now operate autonomously but remain under the Coach Core umbrella to create reciprocal, collaborative ways of working to ultimately benefit our young people.

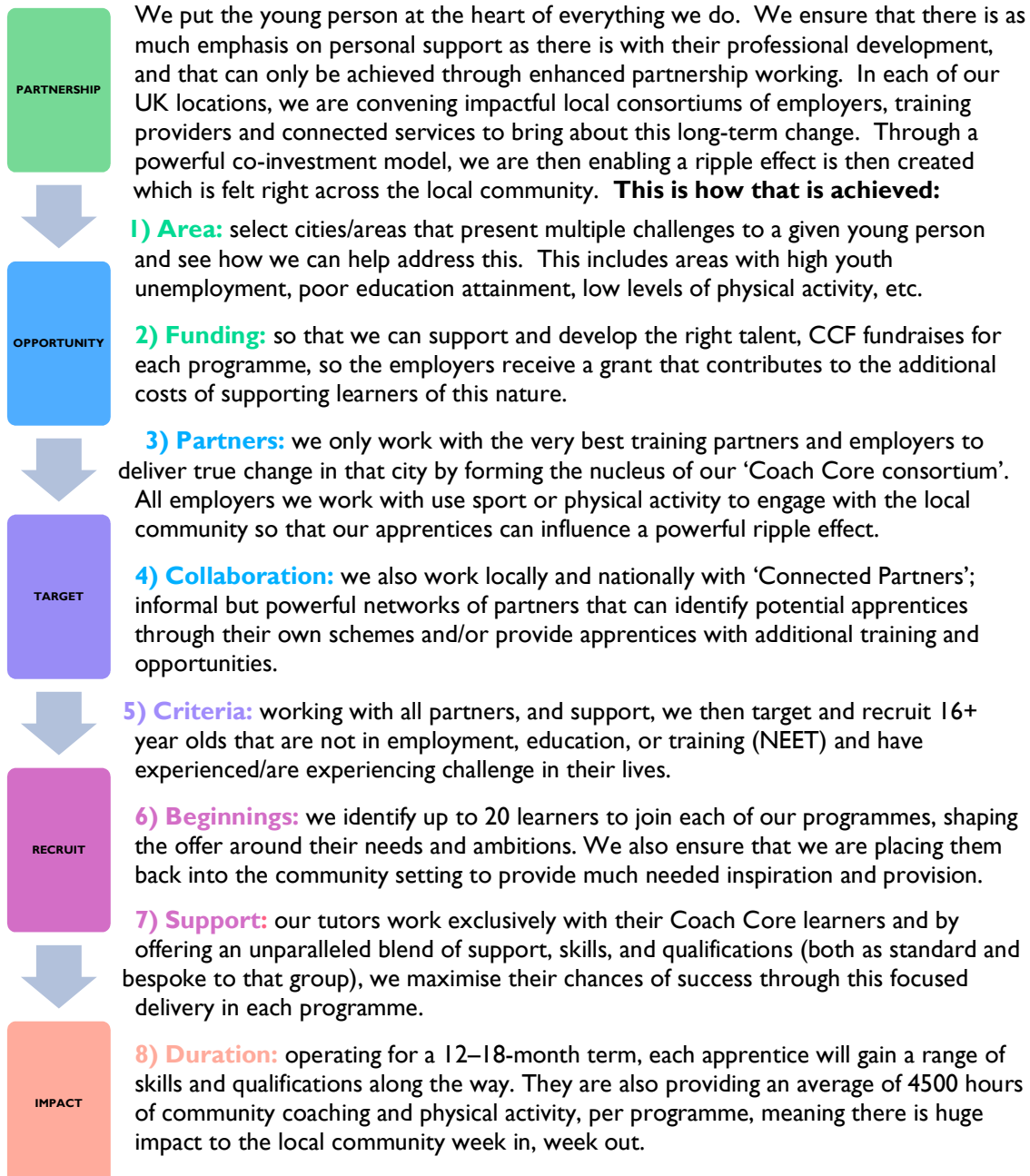
COACH CORE FOUNDATION

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2019: New sites established in **Derby, Tyne and Wear, Berkshire,** and **Leicester**. Charitable status established in December 2019.

2020: 1st April 2020 – The Coach Core Foundation (CCF from here on in) becomes operational. Coach Core **Leeds** launched November 2020 and in **early 2021**, we launched our new 3-year strategy demonstrating our vision to ultimately bring the Coach Core offer to more young people than ever before and further strengthen the charity itself throughout this time.

How we work



COACH CORE FOUNDATION

TRUSTEES' ANNUAL REPORT
FOR THE PERIOD ENDED 31 MARCH 2021

9) Graduation: we will work with each apprentice and their employer to find the right exit route for all. We will also remain engaged and provide opportunity even after they leave the programme by adding them to our alumni group.

10) Sustainable: we will then work with each consortium to provide a brand-new programme for that city that offers new opportunity to new apprentices thus creating a sustainable, impactful network that affects change long term.



Once the programme is complete, we look to repeat the process with new and existing partners to create ongoing, long-term change.

Our year in numbers

SITES AND PROGRAMMES

6 new programmes launched between 1st April 2020 and 31st March 2021:

Site	Programme #	Qualification
BRISTOL	Programme #3	Community Activator Level 2 Apprenticeship
SOUTH WALES	Programme #6	Level 3 NVQ in Sports Development
LEEDS	Programme #1	Community Activator Level 2 Apprenticeship
MIDDLESBROUGH	Programme #3	Community Activator Level 2 Apprenticeship
LONDON	Programme #5	Community Activator Level 2 Apprenticeship
ESSEX	Programme #4	Community Activator Level 2 Apprenticeship

Total number of sites July 2012 to 31st March 2021 = 15

Total number of programmes July 2012 to 31st March 2021 = 41

EMPLOYERS AND APPRENTICES

Existing programmes

(Programmes launched prior to 1st April 2020 but with apprentices still in learning and/or moving through assessment to 31st March 2021):

43 employers as of 1st April 2020, employing **136 apprentices:**

BRISTOL - 14 apprentices (Feb19-May20)	SOUTH WALES - 12 apprentices (Sep 19-Aug20)
GLASGOW - 12 apprentices (Sep 19-Aug20)	MANCHESTER - 17 apprentices (Sep 19-Jun21)
DERBYSHIRE - 18 apprentices (Sep19-Jun21)	TYNE&WEAR - 18 apprentices (Sep19-Jun21)
BERKSHIRE - 11 apprentices (Oct19-Jul21)	LEICESTER - 18 apprentices (Feb20-)

New programmes launched after 1st April 2021: 16 employers / 85 apprentices:

BRISTOL - 14 apprentices (Sep20-)	SOUTH WALES - 12 apprentices (Sep20-)
LEEDS - 11 apprentices (Nov20-)	MIDDLESBROUGH - 18 apprentices (Nov20-)
LONDON - 15 apprentices (Nov20-)	ESSEX - 15 apprentices (Jan21-)

Total number of apprentices July 2012 to 31st March 2021 = 653

Total number of employers July 2012 to 31st March 2021 = 168

Prior to Covid, Coach Core had a completion rate of **91.3%**. This is deemed apprentices that start the programme, going on to graduate Coach Core. However, with redundancies, furlough and delays to programmes, the completion rate across 1st April 2020 to 31st March 2021 reduced significantly to **71%**. The charity now sits at a current completion rate of **86.4%**. National apprenticeship achievement average, for intermediate qualifications, currently sits at **64%¹**.

Those going into full time education and employment also dipped significantly, with pre Covid rates at **90%** and current data showing **75%** success rate. This forms a major focus for our new strategy (pg. 7).

APPRENTICE DEMOGRAPHICS

Female apprentices currently on programme: 27% (versus 28% since 2012 to date)

COACH CORE FOUNDATION

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FOR THE PERIOD ENDED 31 MARCH 2021

Age split for all current programmes: 44% 16-18yo ; 56% 19+

There is a telling shift of employer trend, Pre Covid, of 57% and 43% respectively.

Functional skills rates have increased from 38% to 46%

We hope to be able to report on our BAME, disability, deprivation and carer data later this year.

COACHING REACH			
	1 st April 20 – 31 st March 21	1 st April 19 – 31 st March 20	2012 - current
Coaching sessions	1,991	34,964	123,690
Coaching interactions	46,232	581,932	2,058,391

Reflections on the year

Gaining independence

The 1st of April 2020 was a momentous day for the charity. After nearly 8 years as an ever-growing programme of The Royal Foundation, and with support from Their Royal Highnesses, the charity began its journey as a stand-alone charity. However, whilst we immediately had to pivot our operations and approach to support our young people through the beginnings of the Covid-19 pandemic in the UK, we also wanted to ensure that we continued to strive forwards with the transition plans to strengthen and safeguard the Foundation. This included:

- Full review of our existing policies and implementation of new Covid-19 led policy and procedures,
- Recruitment of our first ever dedicated development and digital leads, and in early 2021, a new head of education to ultimately enhance our offer to our young people and employers,
- Reshaping roles of existing staff to reflect their expertise and ambitions alongside that of the charity,
- Introducing 5 new trustees in the summer of 2020, including experience and expertise linked to safeguarding, finance and legal counsel,
- Establishing our new head office at The Oval Cricket Ground,
- Creation of our first strategy, released Spring 2021 (see below),
- Increasing presence on key sector workforce and young people boards and advisory groups.

Covid-19

As we started our journey on the 1st April, the pandemic was starting to spread across the UK. This meant for the Coach Core team, that instead of supporting our apprentices with their coaching development, personal progression and helping them drive forwards with their career goals, we had review and reshape that support to become a triage service that gave guidance, opportunities and mentoring where possible. With most Coach Core employers being a charity and/or small-medium sized organisations, community coaching and schools-based contract work grew ever more challenging and thus placed the apprentices, and their roles, at severe risk. Indeed, our two surveys in 2020 and 2021 demonstrated the impact Covid19 had on our apprentice and employers' teams both in terms of the feelings and reflections at the time, but also with their collective opinions on what they felt the pandemic would have on their long term prospects too².

By having our team further upskill and educate themselves on funding available, amendments to apprenticeship and employment laws and sourcing additional training and opportunities throughout this time, we were able to also provide support to our employers too. We feel our role as a convener and collaborative body was truly enhanced during this period, as we engaged with national governing organisations, bodies, training providers and other key supporters to collectively offer as

COACH CORE FOUNDATION

TRUSTEES' ANNUAL REPORT
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much professional and personal support as we could. We also took the step to work with existing funders and supporters to create a CCF Covid19 relief fund that our employers could access to ensure we safeguarded the employment positions of our apprentices if those organisations needed it.

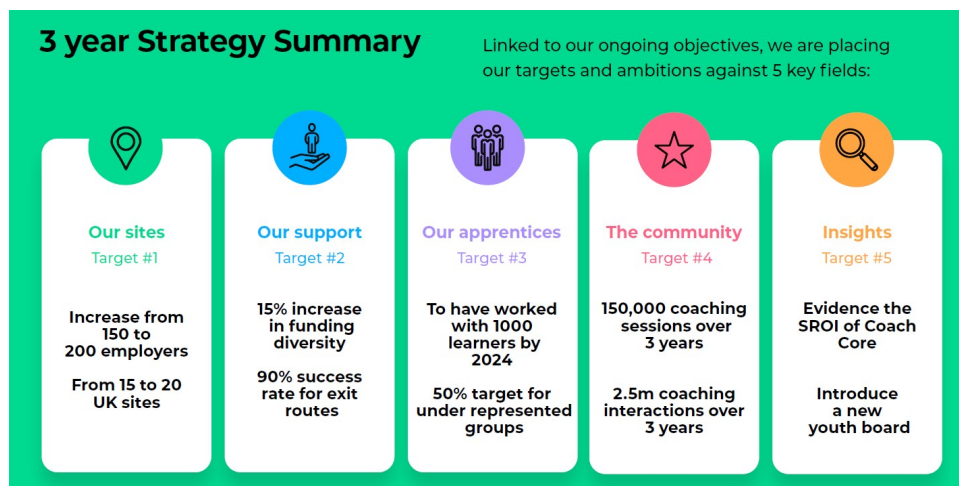
We also, like many, realized the true potential of digital engagement as a way of providing mentoring, education and simply being a platform where people could talk and be heard. This has been an incredibly powerful piece of learning for the charity and now serves to enhance our offer for the long term too.

Strategy 2021-2024

At the end of our financial period (March 2021), and 12 months on from the pandemic beginnings, the general employment market had begun to stabilise, but there was a marked disproportion of young people (16-24) facing unemployment and limited opportunities. The national unemployment rate across all age groups at this time stood at 4.9%, but amongst 16-24's, this number inflated to 14.3%³ A report from The Princes Trust⁴ also showed that if an individual is from a marginalized group and/or does not have any qualifications, they will face even greater prospective hardship. This research showed the decline in working hours for young people with no qualifications (34%) was five times higher versus those educated to degree level (7%), plus the decline in working hours among Black young people was three times greater than that of their White peers (49% versus 16%).

Therefore we know that Coach Core is needed now more than ever.

In early 2021, we consulted all our staff, trustees and several young people and employers to understand exactly what the charity should look like moving forwards and what we collectively felt were ambitious targets to ultimately bring the Coach Core offer to more young people than ever before. This was very well received on its launch in Spring 2021 and provides an exciting, clear set of targets for the charity over the next 3 years. This includes:



The strategy targets were subsequently placed in all key recruitment and staff literature, on our website and displayed in our head office. It is our intention to review these targets at trustee board meetings, staff appraisals and report back on our progress in transparent fashion in these future

COACH CORE FOUNDATION

TRUSTEES' ANNUAL REPORT
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annual reports.

We are also committed to readjusting our targets should this be required and will be agreed with the trustee board.

You can read more about our strategy via the link below:

<https://coachcore.org.uk/our-stories/coach-core-launch-our-strategy-for-2021-2024/>

Youth Board

Given the landscape described previously, we felt the establishment of a Youth Board should be a key priority for our team. We wanted to provide an opportunity whereby:

- *Coach Core Foundation would gain important insight and opinion from young people whilst also creating trustees for the future*
- *The young people would gain ongoing training, mentoring and opportunities from the charity so that we can continue to progress their career development and aspirations.*

Undergoing a formal recruitment and interview process, 10 young people were confirmed in January 2021 with eight positions filled by Coach Core graduates, and two further places taken by young people who positions filled by young people who have not been through our programmes. This was a predetermined decision so that we can gain independent views from those young people and help provide this opportunity to the wider sector.

Moving forwards, we will renew our Youth Board annually, with a 'rotating Chair' to be elected in 2022 that will then gain a presence on the main Coach Core Foundation trustee board thereafter. This progression route gives these individuals exposure and development with the workings of a charity trustee board, but also ensures that any plans we have for the charity will have the voice of our Youth Board as part of that process.

COACH CORE FOUNDATION

TRUSTEES' ANNUAL REPORT
FOR THE PERIOD ENDED 31 MARCH 2021

2021-2022 Strategic Focus

Building on the above, this year we will:

- Launch three new sites in Sussex, Surrey, and Doncaster, all of which will undertake the Level 2 Community Activator Coach qualification (Sep/Oct 21).
- Launch a first ever Level 3 programme to provide a progression route from the Level 2. This will be piloted with our Northumberland-Tyne and Wear team in October 2021.
- Strengthen our strategic partnership working with organisations who can assist Coach Core with the targeting, recruiting and ongoing support of even more disadvantaged young people.
- Enhance the data and insight we can capture through even greater partnership working and the use of even more robust data collection methods. This is to not only better our understanding of our young people and programmes, but also the wider impact their employment, development, and coaching provides to society.
- Introduce an Education Panel that shares the learning and ambitions of Coach Core with the wider sector so that there is even greater collaboration and collective impact for all.
- Introduce the 3-year strategy into the staff appraisal process so that we can review their contribution and feedback as we collectively work towards realising our strategic goals.

For the first time since our launch in 2012, our success rates dipped below 90% due to Covid so this will be a priority focus to put in place the measures and support that see this rise once more.

Case Study Ash, Coach Core Essex 2019

Prior to joining the Coach Core programme, Ash was living in a medium security mental health hospital, after battling with depression and schizophrenia. He had limited hopes and aspirations. As Ash continued his recovery, an Occupational Therapist at the hospital supported him into a voluntary role at Sport for Confidence, an organisation that places health professionals alongside sports coaches, to help reduce barriers to participation.



Having volunteered for many months, Ash was given the opportunity to join the Coach Core Essex programme, where he thrived. With support from his mentors at Sport for Confidence and Layla, his Coach Core tutor, Ash was able to start changing his future career pathway whilst also improving his wellbeing.

As time progressed and his experience developed, Ash had an increasingly powerful impact on the local community and as such, it was decided that he would be kept on after graduation to continue the great work he had been doing and help the charity expand into new areas too.

"I wasn't that knowledgeable about sport and coaching, so I spent a long time looking at different coaching techniques and understanding the different approaches. I really enjoyed the practical side of the course, as I got to work with apprentices with different coaching styles and experiences which really helped me develop".

COACH CORE FOUNDATION

TRUSTEES' ANNUAL REPORT
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Governance

Charity registration

The Coach Core Foundation is a Charitable Incorporated Organisation, officially registered with the Charity Commission on the 5th December 2019 (Charity no. 1186782). Coach Core is registered to operate throughout England, Wales, Northern Ireland, and Scotland and became an operational organisation on 1st April 2020.

Charitable objects

The objects of the Foundation are for the benefit of the public:

- a) to promote community participation in healthy recreation,
- b) to promote community particularly, but with limitation by, supporting children and young adults to obtain qualifications relating to sports coaching.

Trustees

The charity was established in 2019 with the mandatory three trustees, and this was added to with five further trustee appointments in the summer of 2020. The trustees are responsible for overseeing the management of all the affairs of the Coach Core Foundation, and delegate day-to-day management of the organisation to the Chief Executive. The trustees make decisions in accordance with the provisions of the Charities Act 2011. The board meets at least four times a year.

The trustee board, serving across this financial period and up to the date of the signature of the financial statements, are:

Ed Wray (Chairman)	December 2019
Heather Frankham	December 2019
Stephen Mitchell	December 2019
Dermot Heffernan (Treasurer)	August 2020
Huw Edwards	August 2020
Andrew Thomas	August 2020
Eboni Usoro-Brown	August 2020
Victoria Wickenden	August 2020

Senior management team / employed staff members

Currently, the senior management team comprises of:

Gary Laybourne	Chief Executive Officer
Claire Webb	Head of Development (appointed June 2020)

As of 31st March 2021, The Coach Core Foundation employs a total of 7 staff.

Registered address	Independent Auditor	Principal Bankers
The Oval Cricket Ground, Kennington Oval, London SE11 5SS.	HW Fisher LLP Acre House 11-15 William Road London NW1 3ER	Barclays Bank Plc Registered at: 13 Artillery Row, London SW1P 1RH

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Diversity and inclusion

CCF is committed to equality and diversity and to ensuring a positive, safe, and respectful environment which promotes the wellbeing and dignity of our employees, partners, suppliers, and those whose interests we represent.

We aim to promote equality of opportunity and diversity and to tackle any forms of discrimination, harassment or bullying within our working environment, whether on grounds of race, gender, sexual orientation, gender re-assignment, disability, age, class, religion, or belief.

These principles underpin our professional behaviour and are embedded in our policies, procedures, day-to-day practices, and external relationships.

We strive to:

- *Ensure a safe and respectful environment that promotes equality of opportunity and works positively and productively with difference.*
- *Promote behaviours consistent with these values and to challenge and take the necessary steps to eliminate inconsistent behaviours.*
- *Ensure that our employment policies are fair and robust and that our workforce is representative of the community in which we work.*
- *Promote personal growth and development, taking account of and building on diversity as a strength and something that requires continual reflection and updating of knowledge.*
- *Regularly review our policy and practice ensuring this evolves in a proactive and relevant manner.*
- *Commit to a formal safeguarding and risk trustee within our board members as part of our everyday governance so that we have the required independent expert review, advice and guidance linked to our practice and conduct.*
- *Ensuring that staff and beneficiaries of our work have the ability to report any concerns or incidents if they feel there has been/is a deviation from these principles.*

For young people, we remain committed to:

- *making the Coach Core offer available to any young person to the very best of our abilities,*
- *providing safe, equitable and positive environments so that they might thrive and progress if successful obtaining a place on the programme,*
- *taking a zero tolerance approach to discrimination of any kind whilst on a Coach Core programme,*
- *taking a proactive approach to integration and education with all our teams.*

The CCF Equality and Diversity policy is available on request.

COACH CORE FOUNDATION

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Charity Governance Code

The Foundation is committed to align with the key guidance and recommendations linked to the 7 principles of Charity Governance. A summary of our progress against those aims are as follows:

- 1) **Organisational purpose:** The board agrees to the charity's aims, ensuring there is the required, ongoing review to ensure the effectiveness and suitability of these aims and ambitions.
- 2) **Leadership:** The board is held accountable and reviewed ongoing to ensure the ethos, values and effectiveness of leadership align with that of the charity.
- 3) **Integrity:** All board members undergo a rigorous recruitment process to ensure their integrity, skillsets, and reasons to engage align to the ethos, values and culture of the Foundation, and its charitable purposes. The board accepts their conduct/interactions with Coach Core has a bearing on its operations and/or the public perception/trust in the charity.
- 4) **Decision making, risk and control:** The charity has an established risk register, as well as a number of associated other key policies and processes linked to this matter. The board and the senior management team are held to account and regular review, to ensure that all decision making processes are informed, rigorous and timely, and that effective delegation, control and risk-assessment systems and processes are properly established and monitored.
- 5) **Board effectiveness:** The board meet quarterly (at minimum) and have established lines of communication as a trustee team, and with the senior management team. Positions on the board blend the appropriate balance of skills, experiences, and insight, so that the Foundation can be in a position to make as effective and informed decisions as possible.
- 6) **Equality, Diversity and Inclusion:** The board strives to have representation from a diverse group of individuals so that they may provide balanced and wide ranging insight at all times. Linked to this commitment, in Spring 2020, the Foundation engaged with an external, expert organisation ([Perrett Laver](#)) to review and enhance the diversity of our trustee board. We now commit to regular, ongoing review as to the demographic of our board members and/or when new board positions become available.
- 7) **Openness and Accountability:** The Foundation, namely its board and staff, always commit to openness and accountability.

Youth Board: To ensure we are also gaining the insight and experiences of the people we represent, and building on the learning from the Perrett Laver – Trustee Board recruitment process, we were able to conduct a formal recruitment process to establish a Youth Board comprising of:

- 5 males, 5 females; three are non White-British, two have disabilities, and age range of its members on day of establishment were from 17 to 28 years old.
- Location of the 2021-22 individuals: Basildon, Birmingham, East London, Glasgow, Leeds, Nottingham, Plymouth, Salford, Southend, and Stockport.

Internal insight: As part of our team restructure, a National Partnerships Manager role was established to review and enhance the organisations and services Coach Core work with to better:

- Further understand the needs of its young people, and their local communities,
- Respond to those needs with even greater support, guidance, and development,
- Create formal ways of working that give the charity and/or its young people, the expertise and insight required on elements linked to social, physical, or mental disadvantage/challenge,
- Enhance the targeting of the right young people that align to the Coach Core ethos,
- Support our employers by upskilling, connecting or simply providing guidance to their organisations where possible, so that they in turn, may understand and support the needs of apprentices who may present challenge, require adapted provision, etc.

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Safeguarding

The safety and safeguarding of CCF as a charitable entity and its people (namely staff, trustee board, apprentices, employers, and all other connected individuals), is paramount to the Foundation.

Screening and training: the Foundation will undertake the ongoing following responsibilities:

- We will ensure staff and volunteers are carefully recruited and necessary checks are made in line with recruitment and vetting good practice guidelines. This includes:
 - CCF employed staff: undergo an annual enhanced DBS check and safeguarding training every 3 years
 - CCF trustee board members, contractors, volunteers: undergo a basic DBS check.
 - There will be two qualified Designated Safeguarding Leads at any one time within the charity with these individuals made known publicly. Refresher training will be carried out at least every 3 years.
- We are committed to working with stakeholders and the relevant authorities in which the Foundation initiatives and programmes are run and attended, especially if there are perceived risks or concerns about staff, contractors, or volunteers.
- In order to access funding and work with Coach Core; all employers must provide evidence of their safeguarding policy and what training and DBS checks their staff have undertaken
- Each apprentice will undergo safeguarding training before being permitted to undergo any coaching activities. It is requested that they are also shadowed and observed until their lead coaching qualifications are attained as part of the formal, signed employer agreement.
- The Foundation has membership/access to key Government, Charity Commission and relevant risk and safeguarding bodies so that we can remain updated on key policy changes. We also engage with key sector safeguarding working groups to remain relevant to how the above applies to our young people, employers and the environments in which they work.

Key roles: individuals and roles within the organisation that have Safeguarding responsibility:

- * **The Chief Executive Officer** has overall responsibility for all safeguarding matters.
- * **Designated Safeguarding Leads (x2)** have the lead responsibility for all safeguarding and protection matters in their programmes and to escalate concerns to the Chief Executive who, where appropriate, may make referrals to external bodies such as the local authority or the police.
- * **Programmes Staff** are responsible for:
 - Undertaken and maintaining training linked to safeguarding and child protection
 - Ensuring that all are aware of how to report safeguarding concerns and to whom
 - Ensuring that all are aware of the Foundation's Whistleblowing policy
 - Ensuring that all are aware that they must conduct themselves in a manner which safeguards and promotes the safeguarding practices at CCF
 - Ensuring all staff are provided with guidance about safeguarding concerns as required.
 - Are clear on the policies and procedures we employ to vet and protect our beneficiaries, partners and employer teams connected with every Coach Core programme.
- * **A designated safeguarding trustee** is an experienced, qualified, and informed individual chosen to be the point of contact for all safeguarding matters and any whistleblowing allegations.

Focus for 2021-2022

- a) Reviewing and enhancing our digital safeguarding practice and procedures
- b) Developing our knowledge and advancing our GDPR policy and procedures
- c) Continuing our all staff, quarterly safeguarding training workshops
- d) Reviewing the ways in which our apprentices, employers and the wider public can report concerns or an incident as easily and as securely as possible.
- e) Liaise with our teams as to any gaps in knowledge and/or key subject areas in which they would value further training or support.

You can access the Coach Core Foundation Safeguarding and Whistleblowing policies below:

<https://coachcore.org.uk/about-us/governance/>

COACH CORE FOUNDATION

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Data Protection and Information Security

CCF employs the services of an external technology company to provide the necessary levels of security and support linked to our data and information. Using a cloud based, secure service we can safely store and protect the critical/sensitive information linked to our governance, operations, and people.

We also:

1 – require all staff, volunteers (including trustees), contractors and secondments to sign privacy policies and undergo training linked to how to securely save and share documents and information.

2 – agree working practice with a limited number of key partners to protect key data and information, particularly that of our young people.

3 – as part of our GDPR policy, we commit to:

- a) Providing all individuals with the control over what data we can or can't access
- b) Safeguarding their information to the very best of our abilities. This includes not collecting any information we do not need and/or not sharing without their consent
- c) Anonymising and/or deleting that information on a pre-agreed timescale.

As part of the aforementioned staff restructure, we also created a Data Impact Manager who can now give even greater focus on how we collect, safeguard, and share information gleaned from our programmes.

Our Head of Digital continues to have responsibility for our website and social media channels, each of which has their own dedicated policy and procedures too.

For further information on this subject, please contact the charity at info@coachcore.org.uk.

COACH CORE FOUNDATION

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Fundraising Compliance

CCF has two employed development staff members: a Head of Development and a Partnerships Officer.

We also have an independent trustee with great experience in this field who provides impartial guidance to the team, and has no conflict of interest financially (ie does not donate to Coach Core) nor in a professional sense.

From time to time, we may engage with an external consultant individual/organisation with a specific brief. In October 2020, we contracted a project with 'Remarkable Partnerships' who helped CCF establish a corporate fundraising strategy, and identify potential organisations we may wish to target. At no point did they represent CCF externally / in the public space.

Of our current trustee board, two members provide financial donations to the charity as a core funder. All trustee board members, as part of our vetting and due diligence process, sign a 'conflict of interest' declaration. For any trustee donating to the charity, this comes with acknowledgement that funds donated are for the purposes of the charity to conduct its operations with no benefit in kind, financial or commercial gain, and/or any personal gain from doing so.

Our formal Ethical Fundraising policy declares our commitment to comply with law and charity commission guidance linked to how best the charity can maximise its income and activities in a way that is deemed ethical and in line with our ethos and mission.

We value greatly the generosity of our supporters and donors that allow the Foundation to carry out its charitable activities. This can be financial, pro bono support and/or via in kind services. However, it is imperative that such support does not contradict or convene our commitment to ethical fundraising practices and so on very rare occasions, we may consider refusing a donation or other involvement with an individual, organisation or activity.

Should this occur, we will continue to act with integrity and confidentiality, always seeking to act with the most appropriate response. We will seek to confidentially evidence the rationale behind such a decision should the Foundation ever be required to justify its actions linked to this subject.

In July 2020, we registered with the Fundraising Regulator to commit to following the Code of Fundraising Practice.

The Foundation also employs a formal Gift in Kind policy whereby any non-financial donations made to the charity, or its staff, must document this in the Gifts in Kind register.

There are no complaints, cases or accusations that concern CCF in any way linked to fundraising, development or digital malpractice, misconduct, or criminal proceedings at this time.

COACH CORE FOUNDATION

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Our People

As a charity that strives to better the lives of its young people and elevate the principles of progression through education and mentoring, the Foundation is committed to always developing its staff and volunteers. We believe that individuals should feel challenged, engaged, and supported at all times, on pathway and plan that is right for them.

This includes:

- Formal annual and midpoint reviews with more frequent one-to-one's in place
- Individual development budget made available each year, with line managers encouraged to cooperatively engage with their staff so that they can be upskilled and progressed in a way that is right for them and the charity
- Regular all team / department collective workshops on several formal and informal subject matters that are designed to educate, engage, and foster collaborative culture
- Support ambitions to join groups and boards outside of Coach Core so that they may enjoy additional project working and share their expertise and passion with others.

We also take seriously the experience every individual Coach Core apprentice and employer should expect from us. We constantly review and seek to enhance:

- Our communications
- Our education offer
- Our methods of support
- Our wellbeing services
- The funding available to our teams
- Our partnerships and how we interact with them.

Our focus for 2021-2022

- Embedding the new, restructured roles, exploring their effectiveness and any additional elements or support each individual feel might be required,
- Reviewing the support and wellbeing services available to our staff,
- Reviewing how our apprentices and employers can communicate with the charity, making things as streamlined, clear and simple as possible,
- Launching our new education academic offer in September 2021 that will see even greater content, support, and collaborative working than ever before,
- Reviewing the volunteer offer we make available to our supporters to ensure it is maximised fully but also balances providing a safe, consistent, and deliverable experience for all.

COACH CORE FOUNDATION

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Our Supporters this year

Coach Core simply couldn't support young people across the UK without the generosity of our partners. There are so many incredible individuals, companies and Trusts and Foundations that we'd like to thank. Alongside those who wish to remain anonymous, they include:

1st April 2020 – 31st March 2021

Aliya & Ajit Nedungadi Family Foundation
Charles S French Charitable Trust
Collinson Group
Dulverton Trust
Essex Community Foundation
FSJ Charities
Rosca Trust
Royal Foundation
Sir James Knott Trust
Sport England
Temasek
The 29th May 1961 Charitable Trust
The Edward & Catherine Wray Charitable Trust
The Gibbons Family Trust
The Frankham Family Charitable Trust
The Johnnie Johnson Trust
The Reed Foundation
The Rowlands Trust

We would also like to thank our partners that contributed to the development and support of our apprentices and employers this year including:

Active Partner Network,
Capco,
Capital Training,
Careers in Sport,
Cimspa,
Create Development,
Lifetime Training,
Sport England,
Sport for Development Coalition,
StreetGames,
UK Coaching.

We are also so grateful to the dedication and belief shown by the tutors, central partners and employers that are integral to the success of every Coach Core programme.

COACH CORE FOUNDATION

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Financial Review

After approximately 7 and a half years operating as a programme of The Royal Foundation, on the 1st April 2020, the CCF became an operational charity. As part of this transition, it was agreed that The Royal Foundation would transfer £509,515 that were raised for Coach Core purposes and a novation agreement was reached with Sport England for the remaining £330,000 balance of their original settlement of £995,000, for the 2018-2021 period, to be transferred to the Coach Core.

Despite the Covid-19 pandemic spanning the whole of the period under review the charity has made progress on a number of fronts. In order to support the young people on our programmes the decision was taken to keep the team working throughout the pandemic working from home, with the support of our office provider who waived the rental payments for the lockdown periods. Inevitably there has been a delay in completion of some of the programmes and in the launch of new programmes although two new programmes in Leeds and Essex were launched during the period. The amount of programme grants in the period was £349,100 compared to a budget of £651,000. As a result of reduced office occupancy costs as noted above and reduced travel and other expenses the charity made savings of more than £100,000 in all areas other than in the staff costs maintained to support and develop the apprentice programmes.

The charity accounts for its obligations under grant contracts in full in the year in which the grant is made, except to the extent that the final cost will be reduced by a lower number of apprentices on the programme than contracted. This has resulted in some underspend funds being returned to the charity in the period.

The pandemic period has been a challenging time in fund raising terms and accordingly trustees have been pleased with progress being made in this area with total funds raised for the year including the funds from The Royal Foundation and Sport England being £1,175,571 against a budget of £1,180,000.

All of the programmes in progress at the end of the period are fully funded and the charity fundraising efforts in 2021/22 are focused on raising funds for the expansion of the work of the charity and to fund the work needed to develop and support the programmes. The fundraising environment remains challenging and uncertain and the financial position of the charity is monitored by trustees on a regular basis.

Reserves

The policy of the charity is to maintain free reserves at a level to enable the charity to manage a wind down and closure of its activities whilst ensuring that the obligations to staff, contractors and service providers are met and without prejudice to the apprentice programmes.

An exercise between the Foundation's Chair, Treasurer and CEO to determine the correct financial requirements to close the charity as per the contractual terms of its staff, offices/contractors and to ensure no risk to its beneficiaries, has now been agreed. The cost of closure at March 31, 2021 was calculated at £68,000 of which £56,000 was staff costs.

COACH CORE FOUNDATION

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As at March 31, 2021 the charity had free reserves of £63,245 after deducting fixed assets of £4,373 from unrestricted reserves of £67,618.

The charity is currently exploring funding opportunities with Sport England and other supporters and the Trustees will review the reserves policy once the future level of activity is confirmed.

Financial Control

The Chairman and Treasurer review a detailed report of the income and expenditure of the charity and the position against the approved budget on a monthly basis. The financial position of the charity is reported to and discussed at each quarterly meeting of the trustee board with particular attention given to the status of the free reserves. A three year plan is prepared before the start of the financial year with the budget for the next financial year forming year one of the plan. In order to ensure that apprentices will be able to complete a programme the charity will not enter into a contract for a new programme until all of the required funding is in place.

Remuneration and expenses

Remuneration of all employees is considered as a part of the annual budgeting process and as such considered by the board of trustees, with any changes implemented from April 1.

The charity has a dedicated expenses policy. Any new starter is provided with a copy of this document and quarterly reviews of its contents are performed by the CEO to ensure it is updated and fit for purpose. This policy is intended for all staff, volunteers, contractors, and Trustee Board.

Going Concern

The Covid-19 pandemic has been on-going since the launch of the charity as an independent body. Inevitably this has impacted severely on the operations of the charity and its partners as it has across the sports industry. This has resulted in delays in the completion of existing programmes and the launch of new programmes. The charity decided to maintain staff in post to support the apprentices and this has been a considerable expense to the charity. The charity has been able to reduce other operating resources to conserve resources and along with support from fundraising activities is in a stable position at the end of the financial period. The policy of not starting a new programme until it is fully funded has protected programmes from the impact of Covid-19, along with the raising of funds to provide specific support where needed. We have an on-going, strong relationship with our principal funders, and in particular with Sport England, with inclusion in their new Systemic Partner planning that looks at how select key partners in the sector can affect major societal change over the next 10 years (2021-2031). In addition during the period since April 2020 the charity has been developing a pipeline of prospective funders with a focus on supporting core costs and the development of future programmes.

The budget for the year to March 2022 has been developed with recognition of the operating environment and contains a number of areas where expenditure will not be committed until there are sufficient funds in place. This is reviewed on a monthly basis.

Taking into account all factors the Trustees consider that the level of cash reserves held is an appropriate margin of the minimum level as set and that Coach Core have adequate resources and funding to continue in operational existence for the foreseeable future.

The Trustees are satisfied that the accounts can be prepared on a going concern basis.

COACH CORE FOUNDATION

TRUSTEES' ANNUAL REPORT
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Disclosure of Information to Auditors

Each of the persons who is a trustee at the date of approval of this report confirms that, so far as they are aware

- there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Approved by the Board of Trustees.



.....

Edward James Wray

Chairman of the Coach Core Foundation / Trustee

10 Dec 2021

Dated:

COACH CORE FOUNDATION

TRUSTEES' ANNUAL REPORT
FOR THE PERIOD ENDED 31 MARCH 2021

INDICES

1 – Gov National Apprenticeship achievement report, 2019.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/874731/NARTs_statistical_release_201819.pdf

2 - Coach Core Foundation – Covid 19 Impact Survey 2020 and 2021

<https://coachcore.org.uk/our-stories/covid-19-impact-report-april-2021/>

3 - Labour market statistics, Youth Unemployment UK - April 2021 report.

<https://www.youthemployment.org.uk/labour-market-statistics-april-2021/>

4 – Facing The Future, Princes Trust report – March 2021.

<https://www.princes-trust.org.uk/Facing-the-Future-2021-full-report.pdf>

5 – Coach Core Foundation success rates are measured in two ways; a) those that start the programme, going on to complete it and b) those that graduate Coach Core going into full time education and employment within 6 months of leaving their programme. More information on this can be found in our strategy:

<https://coachcore.org.uk/our-stories/coach-core-launch-our-strategy-for-2021-2024/>

COACH CORE FOUNDATION

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE PERIOD ENDED 31 MARCH 2021

The trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping sufficient accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

COACH CORE FOUNDATION

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF COACH CORE FOUNDATION

Opinion

We have audited the financial statements of Coach Core Foundation (the 'charity') for the period ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2021 and of its incoming resources and application of resources, for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

COACH CORE FOUNDATION

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF COACH CORE FOUNDATION

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Other matters

Your attention is drawn to the fact that the charity has prepared financial statements in accordance with "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

This has been done in order for the financial statements to provide a true and fair view in accordance with current Generally Accepted Accounting Practice.

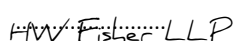
Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

HW Fisher LLP

Chartered Accountants
Statutory Auditor
Acre House
11-15 William Road
London
NW1 3ER
United Kingdom

10 Dec 2021

 HW Fisher LLP

HW Fisher LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006.

COACH CORE FOUNDATION

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE PERIOD ENDED 31 MARCH 2021

		Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
	Notes			
<u>Income and endowments from:</u>				
Donations and legacies	3	404,815	756,925	1,161,740
Investments	4	23	-	23
Other income	5	13,808	-	13,808
Total income		418,646	756,925	1,175,571
<u>Expenditure on:</u>				
Raising funds	6	60,167	-	60,167
Charitable activities	7	290,861	354,155	645,016
Total resources expended		351,028	354,155	705,183
Net income for the year/ Net movement in funds		67,618	402,770	470,388
Fund balances at 5 December 2019		-	-	-
Fund balances at 31 March 2021		67,618	402,770	470,388

The statement of financial activities includes all gains and losses recognised in the period.

All income and expenditure derive from continuing activities.

COACH CORE FOUNDATION

BALANCE SHEET

AS AT 31 MARCH 2021

	Notes	2021 £	£
Fixed assets			
Tangible assets	12		4,373
Current assets			
Debtors	13	33,711	
Cash at bank and in hand		543,132	
		576,843	
Creditors: amounts falling due within one year	14	(110,828)	
Net current assets			466,015
Total assets less current liabilities			470,388
Income funds			
Restricted funds	15		402,770
Unrestricted funds			67,618
			470,388

10 Dec 2021

The financial statements were approved by the Trustees on



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Edward James Wray
Trustee

COACH CORE FOUNDATION

STATEMENT OF CASH FLOWS

FOR THE PERIOD ENDED 31 MARCH 2021

	Notes	2021 £	£
Cash flows from operating activities			
Cash generated from/(absorbed by) operations	18		548,696
Investing activities			
Purchase of tangible fixed assets		(5,587)	
Investment income received		23	
Net cash used in investing activities			(5,564)
Net cash used in financing activities			-
Net increase in cash and cash equivalents			543,132
Cash and cash equivalents at beginning of period			-
Cash and cash equivalents at end of period			543,132

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD ENDED 31 MARCH 2021

1 Accounting policies

Charity information

Coach Core Foundation is having a registered office at Micky Stewart Suite, The Oval Cricket Ground, Kennington, London, SE11 5SS.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Charities Act 2011 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the Statement of Recommended Practice for charities applying FRS 102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

The Covid-19 pandemic has been ongoing since the launch of the charity as an independent body. Inevitably this has impacted severely on the operations of the charity and its partners as it has across the sports industry. This has resulted in delays in the completion of existing programmes and the launch of new programmes. The charity decided to maintain staff in post to support the apprentices and this has been a considerable expense to the charity. The charity has been able to reduce other operating resources to conserve resources and along with support from fundraising activities is in a stable position at the end of the financial year. The policy of not starting a new programme until it is fully funded has protected programmes from the impact of Covid-19, along with the raising of funds to provide specific support where needed. We have an ongoing, strong relationship with our principal funders and in particular with Sport England, with inclusion in their new Systemic Partner planning that looks at how select key partners in the sector can affect major societal change over the next 10 years (2021-2031). In addition during the period since April 2020 the charity has been developing a pipeline of prospective funders with a focus on supporting core costs and the development of future programmes.

The budget for the year to March 2022 has been developed with recognition of the operating environment and contains a number of areas where expenditure will not be committed until there are sufficient funds in place. This is reviewed on a monthly basis.

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE PERIOD ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

Grants and donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation. Cash donations are recognised on receipt.

1.5 Expenditure

Resources expended are recognised in the period to which they relate.

All costs which can be directly attributed to charitable activities are allocated to the relevant activity. Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Costs of charitable activities include grants made, governance costs and support costs.

Obligations under grants made to organisations are recognised in full in the year in which the grant is made, except to the extent that the final cost will be reduced by a lower number of apprentices on the programme than contracted.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the independent examination fees and costs linked to the strategic management of the charity.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings	Three years straight line
Computers	Three years straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Cash and cash equivalents

Cash and cash equivalents include cash in hand and deposits held at call with banks.

1.8 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

1.9 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE PERIOD ENDED 31 MARCH 2021

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods. There were no critical accounting estimates or judgements during the accounting period.

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total
	2021 £	2021 £	2021 £
Donations and gifts	404,815	756,925	1,161,740

4 Investments

	Unrestricted funds
	2021 £
Interest receivable	23

5 Other income

	Unrestricted funds
	2021 £
Gift Aid receivable	13,808

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE PERIOD ENDED 31 MARCH 2021

6 Raising funds

Unrestricted
funds

2021
£

Fundraising and publicity

Staff costs

60,167

60,167

7 Charitable activities

Sports and coaching programmes

	Unrestricted fund General 2021 £	Programme Team 2021 £	Executive Team 2021 £	Restricted Fund 2021 £	Total 2021 £
Staff costs	-	88,619	103,067	-	191,686
Depreciation and impairment	1,214	-	-	-	1,214
Consulting charges	35,203	-	-	-	35,203
Rent cost	12,000	-	-	-	12,000
Event cost	6,369	-	-	-	6,369
Training and welfare cost	1,123	-	-	-	1,123
Computer and software cost	21,819	-	-	-	21,819
Kit cost	-	-	-	5,055	5,055
	77,728	88,619	103,067	5,055	274,469
Grant funding of activities (see note 8)	-	-	-	349,100	349,100
Share of support costs (see note 9)	7,227	-	-	-	7,227
Share of governance costs (see note 9)	14,220	-	-	-	14,220
	99,175	88,619	103,067	354,155	645,016
Analysis by fund					
Unrestricted funds	99,175	88,619	103,067	-	290,861
Restricted funds	-	-	-	354,155	354,155
	99,175	88,619	103,067	354,155	645,016

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE PERIOD ENDED 31 MARCH 2021

8 Grants payable

The following grants, all from restricted funds, were paid or committed during the year.

	Sport England	The Royal Foundation	Collinson	Temasek/ Sport England/ Covid Relief	Other	Total
	2021	2021	2021	2021	2021	2021
	£	£	£	£	£	£
Grants to apprentice programmes:						
Berkshire	5,100	-	-	-	-	5,100
Derby	11,497	-	-	-	-	11,497
Leicester	70,000	-	-	-	-	70,000
Tyne & Wear	30,000	-	-	-	-	30,000
Manchester	-	1,700	-	-	-	1,700
Bristol	-	21,500	-	-	-	21,500
Leeds	57,250	-	-	-	-	57,250
London	-	-	39,870	-	-	39,870
Essex	50,000	-	-	-	-	50,000
Middlesbrough	-	22,882	-	-	30,000	52,882
Covid Relief	-	-	-	9,301	-	9,301
	<u>223,847</u>	<u>46,082</u>	<u>39,870</u>	<u>9,301</u>	<u>30,000</u>	<u>349,100</u>

Grant payments are made to the co-ordinators of each apprentice programme, with each contract depending on the number of apprentices.

During the year two donations were received from Temasek, £19,800 and Sport England £25,000 for the express purpose of mitigating the impact of Covid on the programmes and apprentices. A number of awards have been made from this fund in the year, however the impact of Covid continues to be assessed and further payments are being made in the year to 31st March 2022.

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE PERIOD ENDED 31 MARCH 2021

9 Support costs

	Support costs	Governance costs	2021
	£	£	£
Office supplies cost	1,710	-	1,710
Entertainment cost	97	-	97
Subscription and membership cost	169	-	169
Insurance cost	2,148	-	2,148
Interest expense	24	-	24
Telephone charges	2,308	-	2,308
Marketing and advertising cost	245	-	245
Post, printing and stationery expense	348	-	348
Travel and subsistence cost	170	-	170
Other costs	8	-	8
Audit and accountancy	-	12,887	12,887
Legal and professional fees	-	1,333	1,333
	<u>7,227</u>	<u>14,220</u>	<u>21,447</u>
Analysed between			
Charitable activities	<u>7,227</u>	<u>14,220</u>	<u>21,447</u>

Governance costs includes payments to the auditors of £8,400 for audit fees and assistance with preparation of the statutory accounts. In addition there is £4,487 in relation to bookkeeping assistance.

10 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the period.

11 Employees

The average monthly number of employees during the period was:

	2021 Number
Programme delivery	<u>7</u>
Employment costs	<u>2021 £</u>
Wages and salaries	224,389
Social security costs	20,501
Other pension costs	6,963
	<u>251,853</u>

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE PERIOD ENDED 31 MARCH 2021

11 Employees (Continued)

The number of employees whose annual remuneration was £60,000 or more were:

	2021 Number
£60,000 - £69,999	1

12 Tangible fixed assets

	Fixtures and fittings £	Computers £	Total £
Cost			
Additions	653	4,934	5,587
At 31 March 2021	653	4,934	5,587
Depreciation and impairment			
Depreciation charged in the period	167	1,047	1,214
At 31 March 2021	167	1,047	1,214
Carrying amount			
At 31 March 2021	486	3,887	4,373

13 Debtors

	2021 £
Amounts falling due within one year:	
Other debtors	23,000
Prepayments and accrued income	10,711
	33,711

14 Creditors: amounts falling due within one year

	2021 £
Other taxation and social security	8,558
Trade creditors	1,074
Other creditors	1,070
Grants payable	90,652
Accruals and deferred income	9,474
	110,828

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE PERIOD ENDED 31 MARCH 2021

15 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds		
	Incoming resources	Resources expended	Balance at 31 March 2021
	£	£	£
Sport England	450,000	(223,847)	226,153
The Royal Foundation	87,800	(46,082)	41,718
Collinson	50,000	(39,870)	10,130
Temasek/Sport England Covid Relief	44,800	(9,301)	35,499
Other	124,325	(35,055)	89,270
	<u>756,925</u>	<u>(354,155)</u>	<u>402,770</u>

Other than for the fund noted below provided specifically to mitigate the impact of Covid, all restricted funds raised in the year have been raised to support the grant given to the apprentice programmes and the provision of sports kit for apprentices.

Sport England made a grant in 2019, part of which was transferred in April 2020 to the new foundation with balance being received during 2020. The grant was to support seven new programmes.

The Royal Foundation transferred funds in April 2021 to provide for the completion of three projects commenced whilst Coach Core was part of The Royal Foundation.

Collinson provided a grant in 2020 as part of a multi year partnership to support programmes in London.

Temasek and Sport England provided funds specifically to provide support for programmes impacted by the Covid pandemic.

Other donations have been received to support programmes continuing through 2021 and 2022.

16 Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total
	2021	2021	2021
	£	£	£
Fund balances at 31 March 2021 are represented by:			
Tangible assets	4,373	-	4,373
Current assets/(liabilities)	63,245	402,770	466,015
	<u>67,618</u>	<u>402,770</u>	<u>470,388</u>

17 Related party transactions

During the period the charity entered into the following transactions with related parties:

A total of £30,000 of donations without conditions were received from charitable trusts connected to two trustees.

COACH CORE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE PERIOD ENDED 31 MARCH 2021

18	Cash generated from operations	2021
		£
	Surplus for the period	470,388
	Adjustments for:	
	Investment income recognised in statement of financial activities	(23)
	Depreciation and impairment of tangible fixed assets	1,214
	Movements in working capital:	
	(Increase) in debtors	(33,711)
	Increase in creditors	110,828
	Cash generated from/(absorbed by) operations	548,696
19	Analysis of changes in net funds/(debt)	
	The charity had no debt during the year.	